

# **USAID/Mali**

**FY 2002**

**RESULTS REVIEW**

**AND**

**RESOURCE REQUEST**

**March 6, 2000**

**Please Note:**

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by USAID/Mali.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document. Additional information on the attached can be obtained from Doral Watts, AFR/WA Desk Officer.

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# MALI RESULTS REVIEW AND RESOURCE REQUEST

FY 2002

## COVER MEMORANDUM

**To:** Africa Bureau

**From:** James Hradsky, Director USAID/Mali

**Subject:** R4 2002 Cover Memo

**Date:** March 14, 2000

This document will briefly highlight key events for USAID/Mali during 1999, some of which were not captured in the R4 document.

The most important single event that occurred in Mali during 1999 was the formation of 682 communes as government organizational units and the **free and open elections of communal councils** for these communes. This first-ever event of local elections is an important step in the democratic decentralization process that is taking place here. The devolution of empowerment and responsibility to the community level is the crucial foundation for achievement of the targeted results for our Democratic Governance Strategic Objective (DG), as well as for the establishment of community health centers and schools, parts of our Youth Strategic Objective (Youth). The process of decentralization, which we actively support at national, regional, and local levels, greatly enhances our efforts to strengthen community organizations' (COs') ability to be effective partners in social and economic development. These COs include school and health center management committees, economic associations, and non-government development organizations. In training programs for improving capacity development and advocacy skills, we are including the newly elected communal councils as participants.

Our collaboration and **coordination with other donor organizations in Mali have increased significantly in the past year.** Through our **energetic participation** in the DAC/OECD initiated Committee for Aid Reform with the Government of the Republic of Mali (GRM) and the major donors (UN agencies, EC, WB, IMF, French, Dutch, Canadian, Swiss, and German Embassies) and through direct agreements with UNICEF and WHO, donor assistance efforts are better harmonized and more complementary than ever before. Various donors, USAID included, have funded analyses and conferences designed to seek ways to improve assistance implementation for Mali's development.

The recent **approval of the West Africa Regional Program (WARP)** is a major event for the Mission, as that program will include efforts to expand the pace of regional integration in many development sectors (trade, economic integration, energy, food security, environmental and natural resources management, tropical, diseases, spread of HIV/AIDS, population pressures, democratic governance, and conflict prevention. WARP will complement our own efforts for improving Mali's economy, export trade and health status. The many administrative requirements of the WARP Regional Strategy Team are being borne by USAID/Mali, increasing the workload for several offices.

Late in 1999, USAID/Mali revisited some of the basic goals and precepts of the **Country Strategic Plan (CSP)**. The principal long-range goals embodied in the CSP are: the continual increase in

Mali's GDP at a real rate of 5% per annum; and decrease in the population growth rate to 2.7% annually. The Mission has determined that these long range goals will not be sufficient for Mali to break out of its impoverished state, where the per capita income is \$250 per year. In order to double the per capita income to \$500 per year by 2015, Mali's GDP real growth rate must average 8% per annum and the population increase decline to 2.7% by that time. This realization moves us to be more aggressive and ambitious with our current economic targets, as well as with development of new strategies for the next CSP.

Several adjustments were made to our **Results Frameworks** in targets and measurements at the Intermediate Results level. In the Democratic Governance Strategic Objective, experience has shown that our targets for CO achievement of internal democratic practices were too high and were oriented to countries with long-standing democratic principles. Targets were reduced to roughly one-half of previous level. In the Youth Strategic Objective, the target population for education/information activities relating to Adolescent Reproductive Health (ARH) was increased to include children ages ten to thirteen, in addition to those youth 14 -24. In the Information and Communication Special Objective, a new indicator of progress was added. We are now measuring the numbers of people that are reached by rural radio. We are discontinuing the counting of visitors who use the Information Center.

Worth noting is the full implementation of the Mission's system of monitoring and assessing portfolio performance. Now in place is the Mission's computerized System of Performance Monitoring (**SPM**), which incorporates the Results Frameworks for all SOs and captures performance at the activity level as well. This is updated semi-annually and is used as core information for the semi-annual Program Implementation Reviews (PIRs). The PIRs are reviews of SO narratives of performance by **activity and development partner**, not just at the objective level. These are held just before preparation of the interim R4 and full R4. In the fall, the Mission prepares an interim or **Mini-R4**, drafting the Results Reporting section based on mid-year performance. This enables us to identify areas of concern, make corrections, and to prepare for the annual R4. It also serves as forerunner to the Mission-wide Retreat and performance Review, held in December.

Overall, 1999 was a year of **accomplishment and progress**. We were able to meet or succeed over 90% of our performance targets on reduced resources and continue to maintain the momentum of dynamic programs vital to Mali's development. If the necessary levels of resources are obtained, we remain optimistic that targeted results will be achieved by the end of the Country Strategic Plan timeframe.

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## GLOSSARY

<b>AID/W</b>	Agency for International Development (Washington Headquarters)
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>AMARC</b>	World Community Radio Association
<b>AMPPF</b>	Association Malienne pour la Protection et la Promotion de la Femme
<b>APE</b>	Association des Parents d'Elèves
<b>ARH</b>	adolescent reproductive health
<b>BCEAO</b>	Banque Centrale des Etats de l'Afrique de l'Ouest
<b>CANEF</b>	Centre d'Appui Nutritionnel et Economique pour les Femmes
<b>CBD</b>	Community-Based Distribution
<b>CHA</b>	Community Health Association
<b>CIDA</b>	Canadian International Development Agency
<b>CLUSA</b>	Cooperative League of USA
<b>CO</b>	Community Organization
<b>CRS</b>	Catholic Relief Services
<b>CS</b>	Child Survival
<b>CSCOM</b>	Centre de Santé Communautaire
<b>CSP</b>	Country Strategic Plan
<b>CVL</b>	Central Veterinary Lab
<b>CYP</b>	Couple Years Protection
<b>DNA</b>	Direction Nationale de l'Appui (au Monde Rural)
<b>DNSI</b>	Direction Nationale de la Statistique et de l'Informatique
<b>DSFC</b>	Division de la Santé Familiale et Communautaire
<b>DG</b>	Democratic Governance (Strategic Objective)
<b>DHV</b>	Development of the Haute Vallee
<b>DNSI</b>	Direction Nationale de la Statistique et de l'Informatique
<b>EPI</b>	Expanded Program for Immunization
<b>FFP</b>	Food for Peace
<b>FSN</b>	Foreign Service National
<b>FY</b>	Fiscal Year
<b>GDP</b>	Gross Domestic Product
<b>GIS</b>	Geographic Information System
<b>GRM</b>	Government of the Republic of Mali
<b>GTZ</b>	German Aid Organization
<b>ICASS</b>	International Cooperative Administrative Support Services
<b>IEC</b>	Information, Education Communication
<b>IEE</b>	Initial Environmental Examination
<b>IER</b>	Institut d'Economie Rural
<b>IMCI</b>	Integrated Management of Childhood Illnesses
<b>Info/Comm</b>	Information and Communications (Special Objective)
<b>IR</b>	Intermediate Result
<b>ISOC</b>	Internet Society
<b>ISP</b>	Internet Service Provider
<b>JSI</b>	John Snow International
<b>LOP</b>	Life of Project
<b>MDRE</b>	Ministere du Developpement Rural et de l'Eau
<b>MDRI</b>	Mission de Decentralization et Reforme Institutionnelle
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOE</b>	Ministry of Education
<b>MFI</b>	Micro Finance Institution
<b>MOH</b>	Ministry of Health
<b>MPP</b>	Mission Performance Plan

<b>MT</b>	Metric Ton
<b>NBFI</b>	Non-Bank Financial Institutions
<b>NGO</b>	Non-Governmental Organization (usually a national-level PVO)
<b>NRM</b>	National Resource Management
<b>OECD/DAC</b>	Organization for Economic Co-operation and Development/Development Assistance Committee
<b>OHVN</b>	Opération Haute Vallée du Niger
<b>ON</b>	Office du Niger
<b>ORS</b>	Oral Rehydration Salts
<b>ORTM</b>	Office Radio Télévision du Mali
<b>PMA</b>	Paquet Minimum d'Activités
<b>PRODEC</b>	Programme Décennal (de Développement de l'Education)
<b>PDDSS</b>	Programme Decennal(de Developpement de la Sante)
<b>PRODESS</b>	Projet de Sante (five-year plan)
<b>PVO</b>	Private Voluntary Organization
<b>REDSO</b>	Regional Development Support Office
<b>RRA</b>	Rapid Rural Appraisal
<b>SAGE</b>	Strategies for Advancing Girls' Education (Global Project)
<b>SCF</b>	Save the Children Federation (US)
<b>SEG</b>	Sustainable Economic Growth
<b>SO</b>	Strategic Objective
<b>SOMARC</b>	Social Marketing for Change
<b>SpO</b>	Special Objective
<b>STD</b>	Sexually Transmitted Diseases
<b>TA</b>	Technical Assistance
<b>UNESCO</b>	United Nations Educational Scientific Communication Organization
<b>UNICEF</b>	United Nations Children's Fund
<b>URTEL</b>	Union de Radio et Télévision Libre
<b>USAID</b>	Agency for International Development
<b>USDH</b>	United States Direct Hire
<b>WE</b>	World Education



## **I. OVERVIEW AND FACTORS AFFECTING THE COUNTRY PROGRAM**

The U.S. Government assistance to Mali that is channeled through USAID is concentrated in five key areas of opportunity: improved access to quality health care and basic education, increased economic opportunities and income, strengthened civil society through community organizations, improved access and use of development information, and lasting national and regional stability. These key objectives are squarely integrated with the U.S. Mission Performance Plan (MPP), wherein both political and economic interests of the United States dovetail with those of Mali.

Mali is an extremely poor country, without significant natural or economic resources. The infrastructure is weak, per capita income is about \$250 per year, literacy is less than 30%. However, the democratically elected Government of the Republic of Mali (GRM) is implementing forward-looking policies to liberalize the economy and the political system, while expanding programs in education and health. Decentralized decision-making and influential civic action are now taking root at the local level, greatly stimulated by last year's nation-wide local elections.

Mali has made impressive progress in education and health, in economic growth, and in democratic governance. Building on this progress, USAID/Mali's Strategic Objective activities through the Country Strategic Plan period (1996-2002) seek to:

- improve access, demand for and quality of services to help youth become more productive citizens;
- increase economic growth through investment in major economic subsectors; and
- help community organizations work with government to enhance the quality of life in Mali.

USAID's crosscutting Special Objective of improving access and use of development information increases the impact of these activities. The extension of many of these activities as part of a second Special Objective focused on northern Mali, is improving political and social stability, through integration of northern ethnic groups into Mali's political, economic and social structures. During 1999, **USAID met or exceeded over 90% of the performance targets** set in the Mission's performance measurement plan and is currently on track to reach the goals laid out in its Country Strategic Plan.

Contributing to the MPP and Agency goal, **Stabilizing World Population Growth and Protecting Human Health**, USAID's assistance emphasizes expanded/improved community health services, improved family planning practices, and greater access to health facilities. Programs in child survival and reproductive health are contributing to reductions in child mortality and decreases in the population growth rate. Figures for 1999 show that USAID indicator targets have been met. The GRM's National ten-year Plan (called PDDSS) for improved health programs has now been operating for over one year, but is not yet operating as expected. Despite GRM's slow progress to date, USAID health-related activities are largely on target. As the major donor in family planning, USAID has a direct impact in this important sector. Additionally, rural radio and Internet expansion efforts and training have exceeded targets and are bringing a wealth of information to thousands of Malians.

As both an Agency Goal and a key part of the MPP, **Encouraging Broad-based Economic Growth**, USAID's Sustainable Economic Growth Objective identifies and addresses the obstacles to increasing the value added of production, processing and marketing in some of the country's most important economic subsectors. USAID-supported sectors grew in excess of the 5% per annum target level in 1999. The Democratic Governance Objective seeks to help community organizations advocate for improved empowerment policies and for additional resources. Activities funded through USAID exceeded most of the targets for community organizations in 1999.

By facilitating the use of information resources, e.g. Internet and community radio, the Information and Communication Special Objective is increasing Malian access to development and business-related information. All targets of access and coverage were exceeded in 1999. The North Special Objective is working towards economic and social parity with the southern regions of the country: first year targets have been met.

The MPP and Agency strategic goal of **Protecting the Environment** is an important part of the Sustainable Economic Growth Strategic Objective and the Development in the North Special Objective. USAID is working with Malian communities in the agricultural sector to become more efficient producers and to increase farmer incomes through agricultural best practices and better management of their natural resources. USAID/Mali continues to expand its Integrated Pest Management activities and to promote better management of forests and other natural resources by local communities. Adoption of improved agricultural practices grew to over 50% in target areas.

With both the Mission and the Agency, the goal of **Building Democracy** is at the forefront of Malian and USAID's development programs. In 1999, communal elections were held for the first time ever throughout Mali. Participation in the electoral process was reasonable and the process was peaceful, fair, and transparent. Especially noteworthy was the high turnout of women voters (about 70% of the total). Newly elected local leaders are assuming decision-making responsibilities in partnership with citizens, community associations and civic action groups. Various activities for strengthening the capacity of local organizations to operate effectively for the benefit of their members continues to be the central focus of the Democratic Governance Objective. Over 1,000 community organizations were assisted in 1999. Stability in the North is a continuing concern and focus of the Mission's and USAID's assistance in the three northern regions.

The basic goals of USAID/Mali's Country Strategic Plan (CSP) are to increase Mali's Gross Domestic Product (GDP) and decrease the population growth rate. During the annual portfolio review and the status of the Malian economy, we found that the notional target of an annual average GDP real growth of 5% coupled with a targeted population increase of 2.7% as set in Mali's Country Strategic Plan, would be inadequate for even reasonable economic progress. For the per capita income to double from its current level of \$250 to \$500 per year by 2010, the **GNP real growth rate must average 9.5% per annum and the population growth rate average 2.2% annually**. Therefore, Mali and its development partners must significantly increase the economic growth targets and development efforts if the nation is to ever break out of its current state of poverty.

In 1999, the three Strategic Objective programs established **new coordination mechanisms** with government counterparts, development partners, and civil society. These important mechanisms are outlined below:

**Youth:** In 1999, the Youth Strategic Objective (Youth SO), in collaboration with partners, established coordination mechanisms for the Youth SO program. In addition to the daily communications of Youth SO staff with partners on specific topics, Youth SO partners are now formally organized around a three-tiered coordination system: 1) The Joint Committee; 2) The Programming Commissions for Education and Health; and 3) The Limited Consultative Committee. The Joint Committee is the principal coordination panel and brings together all implementing partners--Ministries of Education and Health, private voluntary organizations, contractors, international organizations, USAID/W projects, and USAID/Mali. The Joint Committee serves as a forum for information sharing and a mechanism for overall harmonization of the Youth SO program components. The respective Programming Commissions for Education and Health (USAID and implementing partners) to review program progress and to coordinate the following year's activities, and mid-year to review progress, discuss constraints, and identify course corrections. The Limited Consultative Committee is comprised of the

respective ministers and the USAID Director. This group meets on an ad hoc basis to discuss policy issues and crosscutting themes.

**Sustainable Economic Growth:** Linkages among the Sustainable Economic Growth Strategic Objective (SEG) partners (GRM, grantees and contractors) and their respective development activities are now being established through the forum of a SEG consultative committee comprised of all partners and chaired by the Ministry of Rural Development and Water. SEG activities are coordinated, formally, under the aegis of a consultative committee, to which all partners (including the public sector) belong. Partners share workplans and reports, as well as employ these meeting opportunities to productively collaborate in areas of mutual interest.

**Democratic Governance:** Under the Democratic Governance Strategic Objective (DG), the DG team, its PVO partners and contractors launched a process to implement activities through their own advisory board. The board held a retreat that combined an annual progress review and advisory board meeting. During the retreat, all the parties--USAID, Mission de Decentralization et Reforme Institutionnelle (MDRI), U.S private voluntary organizations and their nongovernmental organization partners--assessed past performance, constraints, future plans and perspectives of the DG activity. The annual review and advisory board meeting will be held on a rotating basis in target regions, allowing beneficiaries to provide inputs to program implementation and to share lessons among implementing partners. The participants (advisory board and beneficiaries) constitute the overall program coordinating committee.

For the first time, USAID/Mali has systematically consolidated reports by partners on the level of in-country training supported by USAID. For the period 1998-1999, over **30,000 people** participated in local training activities, representing an estimate of nearly 2 million person-days.

The less than expected budgetary levels proposed for the USAID program in FY 2000 and FY 2001 may have a **negative impact** on certain Youth SO activities. Delays in fully funding the Youth SO will reduce USAID financing for several Cooperative Agreements with private voluntary organization partners, as well as reduction of our support to key GRM ministerial activities. To assure adequate available funding prior to the end of FY 2002, the last year of implementation, \$15 million more needs to be added to the proposed USAID/W budgets for FY 2000 and FY 2001. In the absence of these additional funds, it may be necessary to significantly reduce our performance targets or to extend the Youth SO an additional year to facilitate achievement of all intended Youth SO results.

During FY 2000, USAID/Mali will formulate and present the broad conceptual framework for a new Mali **Country Strategic Plan (CSP)**, probably covering a 7 year period, FY 2003 – FY 2010. In collaboration with our development partners, the 2003- 2010 CSP will be fully developed and reviewed in FY 2001. Assuming that the 2003-2010 CSP is approved by USAID, new Strategic Objective Agreements with the GRM will be negotiated early in FY 2002.

## II. PROGRESS TOWARDS OBJECTIVES

### A. Strategic Objective 1 - Youth

#### 1. Summary

The Youth Strategic Objective (Youth SO) is "**improved social and economic behavior among youth.**" While emphasizing Malian youth under 25 years of age, a demographic group that represents over two-thirds of the Malian population, the Youth SO realistically serves a larger age group, particularly all women of childbearing age. By improving the health and productivity of Malian citizens, the Youth SO also directly supports three key priorities of the Malian government; basic health care, basic education, and life skills for Malian youth. These priorities are viewed as central to the alleviation of poverty in Mali. Youth SO activities contribute directly to the objectives of the MPP in several areas, grouped under "Economic Development" (child survival, population, and basic education) and "Health" (Sexually Transmitted Disease and AIDS prevention).

**Youth SO Framework** revisions made in 1999 are intended to better reflect the activities under the Youth Strategic Objective Agreement (Youth SOAG). One fundamental change is the **expansion in the age target for adolescent reproductive health (ARH)**. In order to harmonize activities with the policy of the Ministry of Health (MOH) and to better reach youth before sexual activity and/or marriage, the initial target age has been lowered to ten years. This policy effectively opens the door for ARH messages to be incorporated into the revised primary school curriculum, though this will be a gradual and sensitive process. Although we show our RH Intermediate Result (IR) as targeting 10-24 years, implementation **targets women of reproductive age, with increasing emphasis on youth aged 10-24 years**. This is more consistent with actual Youth SO activities, both for services supported (reproductive age) as well as direction (increasing attention on how to reach adolescents and young adults). The final change of note is that **institutional capacity is now integrated into all subsector IRs, with capacity for Child Survival (CS) and RH linked**.

#### 2. Key Results

Although there were funding shortfalls in FY 1999 and support for certain partners was reduced from the planned levels, the Youth SO is still solidly **on track**, most targets are being met, and some are being exceeded. Here are key results for the past year.

- Access to child survival services in targeted areas increased to 18.6% vs. the target of 15%;
- Primary school gross enrollment in Mali for all students rose to 53.9% and 44.4% for girls, surpassing the targets of 49.5% and 41%, respectively (preliminary national data);
- Couple years of protection increased to 190,543--8% above the target; and
- Access to family planning (FP) services increased to 43.8% vs. the target of 38%.

#### 3. Performance and Prospects

##### **Intermediate Result 1 (IR1) - Improved Child Survival Services:**

Our PVO partners continue to support community establishment and maintenance of basic health centers, and are focusing increasingly on village-based and outreach approaches. Service **quality** is being improved through up-dates and dissemination of norms and procedures on integrated management of childhood illnesses (IMCI), ARH, and RH and regional **capacity** is being improved through a program for training design, implementation, supervision and management for health services.

Due to progress beyond the earlier targets set for access to CS services, future targets are revised slightly upward. Transition to new implementing partners and continued government resistance to expansion of CS services into community-based programs suggest conservatively upward estimates. In the

immediate term, we are focusing on completion of **operations research** on the integration of CS services and products--oral rehydration salts, iron supplements, and vitamin A--into the community-based distribution system.

***Vaccination Rate Note:*** *The area of Garalo (Sikasso region) has had consistently low vaccination coverage rates. Today, after one year of Save the Children USA community mobilization efforts, vaccination coverage of 0-23 month olds has reached 93%.*

## **IR2 - Improved Basic Education:**

Our PVO partners succeeded in establishing 266 additional community schools in 1999. This **increased access** brings the total number of schools at the end of the 1998-99 school year to 1,434 primary schools established through USAID and a total enrollment of 95,125, an increase of 26,872 students for the year. Of that total, 43% were girls. The national growth in primary school enrollment is largely attributable to these USAID-supported efforts. Besides increasing access to education, the PVOs continued to strengthen the capacity of communities to manage these schools through on-going programs of training and supervision, often with assistance from the Democratic Governance Strategic Objective program.

One key accomplishment of our **environmental education program**, implemented through the contractor GreenCom, was preparation of a workbook for primary school teachers. Approximately 50 interactive student activities, focused on environmental issues and suitable for integration into subject matter lessons, were developed. In the informal sector, GreenCom worked actively with private radio stations in most regions of the country to develop programs targeting environmental concerns of local interest. The pedagogical unit within the Ministry of Education (MOE) has now assumed responsibility for environmental education activities.

Two other technical assistance (TA) efforts in education began in 1999--our new consolidated TA contractor, John Snow, Inc. and **Strategies for Advancing Girls' Education** (SAGE). SAGE prepared a life skills manual of 100 topics to be used in primary schools. This manual will be tested in 60 community schools this school year. SAGE began preparations to train female members of school management committees as part of its program to improve the environment for girls' education in Mali. Additionally, the Youth SO, through support from the Africa Bureau's ABEL Project, now has an analysis of the current state of the primary curriculum and recommendations for the Youth SO **curriculum reform** efforts, including attention to life skill studies.

**Direct support to the MOE** contributed to school construction and repair; teacher training; pedagogical reform; girls' education; data collection and evaluation; and administrative support.

**Coordination efforts** include the Youth SO Team's **leadership in revitalizing education donor coordination**--not only bringing donors together to discuss issues and harmonize programs under the ten year plan for education (PRODEC), but also organizing donor group consultation with the technical unit under PRODEC. The Youth and Democratic Governance Teams collaborated to work with various government departments to look for ways to coordinate with the newly established communal authorities to improve the provision of education and health services in the context of decentralization.

***Community School Participation Note:*** *Communities are encouraging children to stay in school--and getting parents' attention with novel approaches. In a village in the Sikasso region, for example, the school management committee fines parents who refuse to send their children to school, and in another village girls who marry or become pregnant are encouraged to stay in school.*

## **IR3 - Improved Reproductive Health Services:**

**Peer Education** programs with increased emphasis on promotion of RH services, including vulnerable groups such as adolescents and young adults, are multiplying. The government includes ages 10 to 24

in these groups, and Youth programs under IR3 now cover this range. In 1999 two of our implementing partners (CEDPA, and Group Pivot under Save the Children USA) trained over 2,500 peer educators. CEDPA's 760 peer educators alone reached 100,000 youth with RH information. We are finalizing a standard reporting approach regarding peer educator activities with our partners; this will be ready for reporting next year. Strategies for better targeting these groups are in development.

Several areas of Youth SO program support are providing an informed basis for **promotion of youth-friendly health and FP services**. These include: advocacy training for our partners; a workshop on program experiences in ARH with participants from the MOH, PVOs, NGOs and USAID; a young adult knowledge, attitudes, and practice (KAP) study in reproductive health; development of a baseline on contraceptive use among young adults; and a comprehensive inventory of promotion efforts by local organizations serving youth, including RH education.

The need for improvements in FP product availability through both public and private outlets, social marketing agents, and an expanding network of peer educators has resulted in agreement with the MOH on new approaches. These include a new private sector distributor subcontract (under our new TA contractor); direct provision to the public sector distributor within the MOH; and exploring cost recovery options with the private sector distributor. We have also developed a plan for TA to the MOH to **strengthen institutional capacity in logistics management**. However, at the moment, even with agreed on mechanisms, **progress is stalled** due to administrative difficulties with commodity transfers from the current private sector distributor to the MOH and to a new subcontractor (presently being selected).

Over the next three years, in addition to more "traditional" support from our TA contractor for basic education, CS, and RH, we have tasked the contractor with developing a **youth promotion** component. The intent is to emphasize opportunities for the health and education sectors to work together more strategically around program interventions, and develop those aspects that address the special needs of the 10-25 year old age group. Examples include efforts to address RH for those not yet sexually active by equipping youth with decision-making and communication skills, and developing opportunities and skills for out of school and unemployed youth. Planning, information dissemination, and collaboration with government, PVO, NGO, and civil society organizations are continuing. We expect the **quality** of RH care to improve with development and distribution of ARH norms/procedures and Mali-specific protocols for syndromic diagnosis and treatment of sexually transmitted diseases (STDs).

Although specific **nutrition** indicators are not being warranted, the Youth SO program includes several nutrition-related activities and the achievement of intermediate results depends on the implementation of certain nutrition interventions. Efforts to strengthen the minimum package of activities (PMA), both at fixed facilities and through outreach strategies, provide a focal point for nutrition norms, standards, and procedures development; curriculum development; and service integration. The new institutional contractor is picking up on initiatives begun by other partners, and will address "MinPak Plus", defined as the PMA plus a nutrition component that includes breast feeding, weaning, sick child care, use of ORS, vitamin A, iron/folate intake by pregnant women, appropriate energy/nutrient intake, and iodine consumption. They are also tasked with nutrition module development and local radio broadcasting on nutrition. The contractor will also help develop life skills modules, including nutrition, for use in basic education curriculum reform. Various PVO partners will continue to implement community-level behavior change activities in breast-feeding, weaning, prenatal care, and vitamin A distribution. And through support to the POLICY Project, the PROFILES model on nutrition was applied to Mali, and will be disseminated in 2000.

The major area of **uncertainty and possible change in our education program involves the MOE**. With older USAID projects ending, it is important that new priorities be identified for the kinds of support provided to the MOE in the past. One priority area will be curriculum reform--based on the recommendations contained in the ABEL consultancy mentioned earlier. It will be important for the

Youth SO Team to reinforce those strategic areas of reform where significant progress and investment have already been made, including decentralization of the MOE, development of curriculum materials in maternal languages using more progressive pedagogy, and information management for decision making. We expect to see improved coordination between the MOE regional education offices and the PVOs for integrating the community schools into the national system. With funds from the **Education for Democracy and Development Initiative**, the Youth program is able to add three components: an information management system linking the central ministry and regional education offices, production of materials in maternal languages, and contributions to decentralized teacher development centers.

We will remain engaged in **policy dialogue on community-based efforts and their integration into the MOH package of basic health services** (see Annex C). This includes CS services and innovative PVO approaches that bring health information and services to the level of communities. The third **Demographic and Health Survey (DHS)** will be conducted in 2000. DHS III will assist USAID, other donors, and the government in program planning, and will contribute to the development of the mission's new CSP. Our new TA contractor will provide **support to the government**, including updating and disseminating norms and procedures for IMCI and ARH/RH, training in nutrition for health care workers, and development of radio messages. The information gathered and models and tools developed around youth-friendly health and FP services will be used to adapt information, education, and communication (IEC) messages, develop approaches to reach young adults, and organize a network of organizations whose principal clients are youth.

Management issues related to our interventions for **improved control of STD/AIDS** have been resolved, and a long-term CDC advisor is now in place and working with the special MOH unit responsible for STD/AIDS prevention and treatment. The first Integrated STD and Behavioral Survey will be completed in 2000, and will include capacity building for Malian organizations so that they can assume an ongoing responsibility for this biannual survey. This survey will provide information for targeting and course corrections for prevention programs. Indicators for this intervention have been identified, with baselines and targets to be reported in the next R4. Laboratory diagnostic capability, assessed in 1999, will be improved, and our TA contractor will work with the STD/AIDS unit in the MOH to identify affordable models of drug delivery systems tailored to adolescent income levels.

In summary, the Youth SO expects the following **key results by 2002**:

- Total/girls' primary school enrollment and access rates at 56.6%/49.6% and 58%/55%, respectively;
- 25% and 45% access to CS and FP services, respectively; and
- Contraceptive prevalence rate at 9.5% among women of reproductive age.

Of concern is the slower than expected progress of reforms necessary for full implementation of the government's **ten year plans for education and health**, PRODEC and PDDSS, respectively. Annex B provides more details on the status of these plans.

#### **4. Development Partners**

During 1999 the Youth SO funded 25 implementing partners, including the government, PVOs and NGOs, contractors, another USG agency, a UN agency, international organizations, and USAID central projects. The PVO partners are: CARE, CEDPA, CLUSA, Save the Children USA, World Education, and Plan, Intl. The contractor partners are John Snow, Intl. and GreenCom. The central projects are PRIME, POLICY, SAGE, FOCUS, and BASICS.

Members of the donor community that support health policy and programs include:

- IBRD:** Planned interventions include health infrastructure development, nutrition, institutional capacity building. (The MOH has not yet met some conditions regarding available credit.)
- UNDP:** Expanded Program for Immunization (EPI) and AIDS interventions.
- UNICEF:** CS interventions, including EPI and nutrition programs.
- WHO:** Development of decentralized health service capabilities, training of health personnel, EPI.
- UNFPA:** RH and contraceptives (NORPLANT, IUDs).
- EU:** Infrastructure development, essential drugs.

Major donors in education include:

- IBRD:** Learning Initiative Loan in collaboration with **Holland** to support further testing of existing innovations such as community participation, maternal language instruction, and decentralization of MOE. (IBRD intends to proceed with a Sector Investment Plan if the government meets specific conditions.)
- Germany:** Infrastructure, including schools, and equipment.
- Holland:** Infrastructure, including schools, and equipment.
- Japan:** Infrastructure, including schools, and equipment.
- France:** Teacher training, student textbooks, school construction and community schools.
- WFP:** School lunch and school health programs, and micronutrients.
- UNICEF:** Girls' education, teacher training, school committee training, curriculum development, construction of and equipment for teacher training centers, and a decentralized planning system.
- UNDP:** Support for girls' education.
- UNESCO:** Support for girls' education.



## 5. Selected Performance Indicators

<b>STRATEGIC OBJECTIVE:</b> Improved social and economic behaviors among Youth (Youth) <b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID/Mali			
<b>SO INDICATOR 2:</b> Couple years of protection (CYP) for modern methods, women of reproductive age			
<b>UNIT OF MEASURE:</b> Couple years	<b>A. YEAR</b>	<b>B. PLANNED</b>	<b>C. ACTUAL</b>
	1995 (B)		118,506
<b>SOURCE:</b> SOMARC, PVO/AMPPF and MOH (DSFC, PLNS) contraceptive distribution statistics	1996		120,748
	1997	138,500	135,870
<b>INDICATOR/DESCRIPTION:</b> CYP is calculated by method as follows: 15 cycles oral = 1 CYP; IUD = 3.5 CYP; 120 Condoms = 1 CYP; 120 foaming tablets = 1 CYP; 4 Depo/injectable = 1 CYP; 1 Norplant = 3.5 CYP (N.B. there are new conversion factors effective 1997)	1998	158,000	153,453
	1999	176,000	190,543
	2000	195,000	
	2001	220,000	
<b>COMMENTS:</b> 1997 marked the transfer of contraceptive distribution management from the MOH's Division of Family and Community Health (DSTC), to SOMARC and a private distributor. Data for actual figures will continue to draw on information from all sources listed, until these are consolidated at the Direction Laboratoire Pharmaceutique (DLP)	2002	245,000	

<b>STRATEGIC OBJECTIVE:</b> Improved social and economic behaviors among Youth (Youth)			
<b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID/Mali			
<b>SO INDICATOR 6:</b> Increased gross enrollment rate [Total (T); Girls (G)]			
<b>UNIT OF MEASURE:</b> Student, percentage	<b>D. YEAR</b>	<b>E. PLANNED</b>	<b>F. ACTUAL</b>
	1988/89		T: 26.9% G: 19.1%
<b>SOURCE:</b> GRM Education Statistics	1994/95 (B)		T: 39.1% G: 31.3%
	1995/96	T: 43.6% G: 34.3%	T: 42.3% G: 33.3%
<b>INDICATOR DESCRIPTION:</b> T: Number of girls and boys of any age enrolled in primary school (1 <sup>st</sup> cycle, grades 1-6) as a percentage of total population (girls and boys) aged 7-12 years G: Number of girls of any age enrolled in primary school (1st cycle, grades 1-6) as a percentage of total population (girls) aged 7-12 years	1996/97	T: 45.4% G: 36.4%	T: 46.7% G: 36.5%
	1997/98	T: 47.4% G: 38.6%	T: 50% G: 40.3%
	1998/99	T: 49.5% G: 41.0%	T: 53.9% G: 44.4% (prelim data)
<b>COMMENTS:</b> This includes all children in school: public, private, community and medersa. Merdersa are bilingual (Arabic and French) schools which are registered with the Ministry of Education  *Note: Targets have been updated in compliance with PRODEC projections.  Numerators: 1996/97, T: 778,450 and G: 305,889 1997/98, T: 862,874 and G: 350, 530.  Denominators: 1996/97, T: 1,668,090 and G: 838,321 1997/98, T: 1,724,738 and G: 854,840.	1999/00	T: 56% G: 44%	
	2000/01	T: 59% G: 46%	
	2001/02	T: 62% G: 49%	

<b>STRATEGIC OBJECTIVE:</b> Improved social and economic behaviors among Youth (Youth)			
<b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID/Mali			
<b>SO INDICATOR 7:</b> Increased gross access rate [Total (T); Girls (G)]			
<b>UNIT OF MEASURE:</b> Student, percentage	<b>G. YEAR</b>	<b>H. PLANNED</b>	<b>I. ACTUAL</b>
	1988/89		T: 25.5% G: 18.9%
<b>SOURCE:</b> GRM Education Statistics	1994/95 (B)		T: 33.4% G: 32.6%
	1988/89		T: 36.4% G: 34.1%
<b>INDICATOR DESCRIPTION:</b> T: Number of students (girls and boys) of any age newly enrolled in first grade of primary school as a percentage of total population (girls and boys) aged 7 years  G: Number of students( girls) of any age newly enrolled in first grade of primary school as a percentage of total population (girls) aged 7 years	1996/97	T: 38.7% G: 33.7%	T: 45.6% G: 37.8%
	1997/98	T: 41.3% G: 36.9%	T: 47.1% G: 41%
	1998/99	T: 46.8% G: 42.1%	T: 52.9% G: 45.7%
	1999/00	T: 54% G: 47.3%	
<b>COMMENTS:</b> Planned targets do not include medersas. Merdersa are bilingual (Arabic and French) schools which are registered with the Ministry of Education  * <b>Note:</b> Targets have been updated in compliance with PRODEC projections	2000/01	T: 57% G: 51.5%	
	2001/02	T: 59% G: 54.9%	

<b>STRATEGIC OBJECTIVE:</b> Improved social and economic behaviors among Youth (Youth) <b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID/Mali			
<b>INTERMEDIATE RESULT 1:</b> Improved child survival services to youth age 0-4			
<b>INDICATOR 1.1:</b> Increased access to child survival services			
<b>UNIT OF MEASURE:</b> Percent of population within 15 km of a child survival service delivery point in PVOs intervention geographic areas	<b>J. YEAR</b> 1996 (B)	<b>K. PLANNED</b>	<b>L. ACTUAL</b> 6.2%
<b>SOURCE:</b> PVO progress and annual reports: SCF, Groupe Pivot, AFRICARE, CARE, Population Council, World Education, CEDPA	1997	8%	6.6%
	1998	13%	10.9%
<b>INDICATOR DESCRIPTION:</b> Percentage of population within 15 km of a fixed health facility, CBD or community agent/site offering child survival (CS) services	1999	15%	18.6%
	2000	20% (revised)	
<b>COMMENTS:</b> This indicator is for targeted geographic areas specific to USAID-supported PVOs. It reflects PVO coverage data for CS services, and represents PVO contributions to CS access in Mali's five southern regions. This complements information previously provided on national (MOH) coverage  Denominators: 1996, 7.7 million 1997, 7.8 million 1998, 7.9 million	2001	22% (revised)	
	2002	25% (revised)	

## B. Strategic Objective 2 - Sustainable Economic Growth

### 1. Summary:

The approved Sustainable Economic Growth Strategic Objective (SEG) for the period FY 1996-2002 is **"increased value-added of specific economic subsectors to national income"**. The targeted subsectors are: cereals, livestock, alternative commodities, and financial services including microfinance. Activities clearly fit in numerous goal areas expressed in the MPP, especially economic growth and humanitarian assistance. SEG has targeted an aggregate 5% annual growth rate in these sectors for the strategic period, consistent with the Mission strategic goal of not less than 5% gross domestic product (GDP) growth overall. The SEG program integrates production, processing, and trade activities in these key subsectors through a crosscutting approach promoting market-driven agribusiness activities while ensuring environmental protection and the expansion of women's participation in the growth process.

### 2. Key Results

The SEG program has **met or exceeded three of four SO-level** performance targets for this reporting period and **13 of 15 intermediate-level targets**. Overall, the program is **on track**.

Through SEG support, the livestock sector continues to grow with livestock exports increasing (in six months, about 80% of last year's figure has been reached), but revenues lag behind targeted levels. Processing and marketing weaknesses decreased earning potential for livestock. Rice production (**up 13% from last year**) and exports continue to expand as a result of additional private sector investments in irrigation and value-adding processing techniques. SEG-supported microfinance partner groups increased the value of savings and outstanding loans over last year's total while becoming increasingly self-sufficient. Crosscutting activities include promoting policy change, including participation in the Africa Trade and Investment Policy Program (ATRIP); the Africa Food Security Initiative (AFSI); expansion of market information services; and steady improvements in natural resource and environmental management.

### 3. Performance and Prospects

#### **Intermediate Result 1 (IR1) - Increased Production of Cereals, Livestock, and Alternative Commodities Sub-sectors in Targeted areas:**

SEG interventions in the livestock sector include support to private delivery of veterinary services, improving market infrastructure at key collection points throughout the country, and advocacy training for producer and trade groups to effect tariff and transport policy changes. SEG support to the Central Veterinary Laboratory (CVL) has increased the availability of livestock vaccines in Mali and the region, positively impacting livestock production and export. During this past year, sales of vaccines increased **68%** over the previous year, of which **32%** was exported. CVL's transformation from a parastatal to a commercially oriented organization is strongly supported by the newly created, USAID-sponsored Agro-Enterprise Center for business planning and marketing. SEG also has involved the Integrated Pest Management Collaborative Research Support Program (IPM CRSP) in strengthening the CVL toxicology laboratory analytic capability, including pesticide residues, to support product quality programs as well as for better environmental monitoring.

*In a rice growing area, CARE introduced simple concrete sluices and barrages for water flow control. In last year's heavy rains, farmers using these for water access and barriers lost only a small part of their crop. Neighboring farmers lost up to 90% of their production from the uncontrolled flooding.*

## **IR 2 - Increased Processing of Cereals, Livestock and Alternative Commodities in Targeted Areas:**

SEG surpassed (**by 63%**) its indicator target for the volume of hides and skins processed through domestic tanneries with an increase of **408 metric tons** over last year's total, showing a steady increase over the past three years. The SEG program supports the sector through developing extension messages and introduction of improved processing techniques to herders and slaughterhouses while working closely with a U.S. exporter to ensure higher quality. This past year, **468 metric tons** were exported to Europe and the U.S. for a total value of **\$1,700,000**. Livestock hides and skins are an extremely abundant and valuable by-product of the sector. USAID is the only donor currently involved in sales promotion.

## **IR 3 - Increased Trade in Cereals, Livestock, and Alternative Commodities in Targeted Areas:**

SEG-supported market information systems expanded product and market coverage, now including national, regional and world markets. Early in 1999, the first-ever-regional Market Outlook Conference was held in Mali with participation of market information providers from all neighboring countries. In February 2000 USAID sponsored the second Market Outlook Conference, during which a network of regional traders was created for fostering regional integration and for removal of trade barriers. Electronic, print, and recently even radio diffusion of market reports is underway. A new organizational structure of market information at both at the national and local levels is in operation, with a new electronic data management and transmission system installed. As a consequence, producers and traders both have real-time information.

*During 1999, the SEG-supported Agro-Enterprise Center successfully organized a first-ever export of 35 tons of Malian mangoes, by sea, to markets in the United Kingdom and Germany. The quality of Mali's mangoes was considered excellent and importers indicate they are eager for shipments to continue. Exporters are now considering the feasibility of entering markets other than France and are aware of the importance of improved processing and marketing organization and control to entry to world markets. Also, sea transport gives exporters the ability to lower costs and increase volume, and avoid the persistent problems with the air freight monopoly still maintained by Air Afrique.*

## **IR 4 - Increased Savings Mobilized and Credit Provided by Non-Bank financial Institutions (NBF) in Targeted Areas:**

The net amount of outstanding loans in SEG-supported micro-finance institutions increased by **50%** to **\$3.79 million**, and the number of loans is **81%** greater than a year ago. Savings mobilization increased **65%** to **\$1.1 million**, and the percentage of financial self-sufficiency of SEG-supported micro-finance program increased from **33% to 49%**, with greater degrees of financial management discipline among supported groups. USAID is a prominent member of the Government of Mali's Consultative Group for Microfinance, a coordinating and policy making forum. USAID micro-finance sector participants continue to be overwhelmingly women.

## **IR 5 - Increased Sustainable Dryland Agricultural and Natural Resource Management (NRM) practices:**

The number of farmers adopting better natural resources management techniques increased **7%** over last year, now including 27,918 households (approximately 200,000 people). SEG's economic impact assessment of NRM interventions showed that farmers adopting NRM intensification methods have increased yields and income. Participating farmers were unanimous in stating that the quality of their lives has improved in the last ten years and that they are optimistic about the future. SEG is cooperating

with AFR/SD in an effort to better document the cumulative impacts of long-term NRM promotion support.

*An example of how the SEG program promotes enhanced and more sustainable natural resources management through economic opportunities is through a grant to EnterpriseWorks Worldwide which has sold over 10,000 ceramic-lined stoves in the past year, saving 30% of the charcoal normally used by the common metal stove per meal cooked, and saving each household \$62 per year, yielding a monetary benefit to Malian consumers of approximately \$1.1 million during the useful life of the stoves. Household data also show that two-thirds of these savings were retained by women and used within the household, mostly for better food preparation. Finally, the estimated reduction in carbon dioxide emissions due to the stoves sold and used during this period was 13,706 metric tons. Also, 1,603 hectares of forest were saved.*

Onwards to 2002, Mali is expected to continue pursuing economic structural adjustment reforms through IMF and World Bank programs; the environment for expanded private sector participation in the growth process is thus expected to continue. Favorable rains over these past years have catalyzed Mali's economy and facilitated the reform process; production increases reinforce SEG program impacts on the overall sector, notably market liberalization, value-added processing, and broader and deeper participation in the economy. An added dimension to the program is the newly established SEG Consultative Committee within the Ministry of Rural Development and Water, which serves as a coordinating mechanism for all SEG activities, including sectoral and inter-sectoral policy discussions, and promoting cross-activity synergies.

SEG's program will maintain its current course, and focus on deepening the positive results to date. Through the Mission's participation in ATRIP, SEG will continue to pursue policy change relevant to SEG's strategic focus. The rice sector remains important: SEG will continue activities that promote value-added through processing and increased participation in coastal markets. The Agro-Enterprise Center will continue to work with key export commodity associations to increase export quantity and frequency to Europe. The Central Veterinary Laboratory's toxicology laboratory will support environment and trade programs as it adds a water, soil and tissue analysis capability. This coming year SEG will develop a new microfinance activity through a buy-in to the MicroServe IQC. The objective will be to assist current micro-finance institutions to work towards improved financial management and operational self-sufficiency.

#### **4. Development Partners**

SEG activities are implemented by one contractor (Chemonics International); five PVOs (CARE, CLUSA, Enterprise Works Worldwide, World Education, and Save the Children USA); and through contractor "buy-ins" with Michigan State University, the IPM CRSP, Sustainable Economic Growth and Institutional Reform (IQC), and MICROSERVE.

Cooperating donor organizations and Government ministries include the following.

**Ministry of Rural Development and Water:**

(cereals, livestock and alternative commodity production; agribusiness development, agricultural research, irrigation sector reform and agroprocessing; and key partner in the SEG Consultative Committee)

**Ministry of Industry and Commerce:**

(trade and investment; private sector strengthening and policy reform)

**World Bank** (microfinance, economic structural adjustment, transport, and agribusiness development)

**European Union** (livestock sector development, irrigation, marketing and policy reform)

**France** (marketing policy reform, microfinance, rural development)

**Netherlands** (marketing policy reform, agricultural research, commodities development, irrigation)

**Canada** (microfinance, marketing policy reform, tax policy reform)

**World Food Program** (marketing policy reform).

## 5. Selected Performance Indicators

<b>STRATEGIC OBJECTIVE:</b> Increased value-added of specific economic subsectors of national income. (SO#2, Sustainable Economic Growth, or SEG)			
<b>APPROVED: :</b> 9/95, reconfirmed 2/97 <b>COUNTRY/ORGANIZATION:</b> USAID/Mali			
<b>INTERMEDIATE RESULT 2.1:</b> Absolute value-added of cereals, livestock, and alternative commodities subsectors at the national level.			
<b>UNIT OF MEASURE: :</b> Constant CFA (millions) on a 1987 base	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995		1) 159,912 2) 94,066 3) 65,231
<b>SOURCE:</b> Annual " <i>Comptes Economiques du Mali</i> " produced by the <i>Direction Nationale de la Statistique et de l'Informatique</i> (DNSI), available February or March for the preceding year. To meet the 1998 R4 reporting schedule the 1996, 1997 and 1998 "Actuals" are the DNSI. "revised 1996 series", the "1997 provisional data" and the "1998 preliminary estimates" from the March 1998 publication.	1996 (B)	1) 156,515 2) 97,509 3) 65,062	1) 142,290 2) 91,274 3) 65,116
	1997	1) 162,140 2) 100,630 3) 66,571	1) 148,869 2) 90,464 3) 67,827
<b>INDICATOR DESCRIPTION:</b> The value added to the subsectors (1. Cereals, 2. Livestock, and 3. Alternative crops) annually compared with a base year (1996) estimate derived from the long-term trend [1984-1996].	1998	1) 170,247 2) 105,662 3) 69,900	1) 157,463 2) 92,105 3) 69,221
	1999	1) 178,759 2) 110,945 3) 73,395	1) 167,887 2) 93,342 3) 90,773
<b>COMMENTS:</b> (B) = base year. "Subsectors" = "cereals" = <i>agriculture vivriere hors riz and branche consolidée du riz</i> of DNSI, "livestock" = <i>élevage</i> of DNSI, "alternative commodities" = <i>sylviculture, cueillette and agro-alimentaire-boisson-tabac</i> of DNSI. Planned levels of aggregate output are based on anticipated subsector annual growth rates of 3.4 percent in 1996-1997 and 5 percent 1998-2002. For each sector these planned figures include a projected "natural" growth, which has historically followed a linear trend, plus an increment attributable to USAID intervention. Between 1995 and 1996 the estimated of "natural" growth by sector, based on the linear trend, was: Cereals 3.7%, Livestock 3.3%, Alt. Commodities 2.4%, estimated from the long-term linear trend.  The best estimate of baseline year (1996) sub-sector value-added was derived by regression of data from DNSI <i>Comptes Economique du Mali</i> , March 1996 for the period 1984-1996 and adopted for evaluation of subsequent (1997-2002) economic performance.	2000	1) 187,697 2) 116,492 3) 77,064	
	2001	1) 197,082 2) 122,316 3) 80,917	
	2002	1) 206,936 2) 128,432 3) 84,963	
(*) .All data at the SO level are provisional.			



<b>STRATEGIC OBJECTIVE:</b> Increased value-added of specific economic subsectors of national income. (SO#2, Sustainable Economic Growth, or SEG)			
<b>APPROVED:</b> 9/95, reconfirmed 2/97 <b>COUNTRY/ORGANIZATION:</b> USAID Mali			
<b>INTERMEDIATE RESULT 2.1:</b> Increased production in cereals, livestock, and alternative commodities subsectors in targeted areas.			
<b>INDICATOR 2.1.1.</b> Volume of rice (paddy) production in targeted areas.			
<p><b>UNIT OF MEASURE:</b> Metric tons</p> <hr/> <p><b>SOURCE:</b> DNSI, <i>Enquete Agricole de Conjoncture</i>, DNSI/DNA, produced annually for previous year. In order to meet the 1998 R4 schedule, provisional data have been obtained from MDRE for this year's "actual" report.</p> <hr/> <p><b>INDICATOR DESCRIPTION:</b> Absolute volume of paddy produced in given year in SEG targeted areas.</p> <hr/> <p><b>COMMENTS:</b> (B) = base year. SEG targeted areas = all districts in Kayes, Koulikoro, Mopti, Segou, Sikasso, Gao, and Kidal regions, and Niafunke District of Timbuktu Region.</p> <p>"DNA" became "DNAMR" (<i>Direction Nationale de l'Appui au Monde Rural</i>) in August 1997. Provisional data for 1997 have been obtained from the MDRE <i>Cellule de Planification et de Statistique</i>. The 1996 base-year production is a linear regression estimate based on actual yields reported over the years 1989 to 1996. Planned data are based on a projection from the 1996 baseline, as explained below, and rounded to the nearest 100 MT.</p> <p><b>EXPLANATION OF "PLANNED" TARGETS FOR IND. 2.1.1:</b> We assume for the purpose of setting production targets, that subsector growth rate expressed in terms of value-added will closely reflect growth rate of production.</p> <p>The historic trends for the Cereals subsector overall were established through regression analysis of the 1984-1996 value-added data for coarse grains and rice. The growth trend for coarse grains was 3.0 percent, and for rice was 6.8 percent. In order to achieve an overall Cereals subsector growth rate of 5 percent, we have assumed that the coarse grains subsector (growing in terms of value-added at an annual rate of 3 percent for 1995-1996 according to an estimate based on data from DNSI <i>Comptes Economique du Mali</i>) will increase its growth rate to 4 percent per year beginning in 1998, in part as a result of USAID efforts to facilitate exchange of market information and to increase exports of coarse grains.</p> <p>Growth rate of the rice subsector in 1995-1996 is estimated at 6.8 percent, and at 6.4 percent for 1996-1997. With USAID intervention over the period 1998-2002, annual growth rate of the rice subsector is expected to increase to between 8 and 9 percent, which will compensate for the lower performance expected from the coarse grains sector, and will provide an aggregate cereal sector growth rate of 5 percent per year from 1998.</p> <p>The growth will be due to improved water management planned by CARE on up to 30,000 hectares, more modest increases on ODN land and in the north (AFRICARE and World Vision), and a market-stimulated private sector production response due to increased market information.</p>	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995		463,000
	1996 (B)	494,484	617,000
	1997	521,131	576,000
	1998	572,957	688,000
	1999	621,804	717,856
	2000	676,365	
	2001	733,180	
	2002	794,033	

<b>STRATEGIC OBJECTIVE:</b> Increased value-added of specific economic subsectors of national income. (SO#2, Sustainable Economic Growth, or SEG)			
<b>APPROVED:</b> 9/95, reconfirmed 2/97 <b>COUNTRY/ORGANIZATION:</b> USAID Mali			
<b>INTERMEDIATE RESULT 2.1:</b> Increased production in cereals, livestock, and alternative commodities subsectors in targeted areas.			
<b>INDICATOR 2.1.3.</b> Total area under alternative commodities for at least 4 months/year in targeted areas.			
<b>UNIT OF MEASURE:</b> Hectares  <b>SOURCE:</b> <i>Rapports Annuels</i> of ODRs. Planned data are based on projection from the 1996 actual figure.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>INDICATOR DESCRIPTION:</b> Total area expressed in hectares producing horticultural crops (fruits, vegetables, ornamental flowers) described as <i>Cultures Maraicheres</i> in ODR reports.  <b>COMMENTS:</b> (B) = base year. SEG targeted areas = all districts in Kayes, Koulikoro, Mopti, Segou, Sikasso, Gao, and Kidal regions, and Niafunke District of Timbuktu Region. With effect from the 1997 cropping season DNAMR ceased reporting on area planted to horticultural crops.  The primary sources of such data are now the annual reports of the major rural development organizations (ODR), which collectively account for about eighty percent of the horticultural crop area previously reported by DNAMR.  The data on planned and actual areas of <i>Cultures Maraicheres</i> have been obtained from the following ODRs; CMDT ( <i>Compagnie Malien de Developpement des Textiles</i> ), OHVN ( <i>Office de l'Haute Vallée du Niger</i> ), ON ( <i>Office du Niger</i> ), ORS ( <i>Office du Riz Ségou</i> ), PRB ( <i>Projet de Réhabilitation de Baguineda</i> ).  <b>EXPLANATION OF "PLANNED" TARGETS OF IND. 2.1.3:</b> In the absence of reliable data to indicate long-term trends in area under horticultural crops, a baseline of the actual area reported for 1996 has been adopted. Area projected for 1997-2002 is based on an assumed annual growth of 2.7 percent during 1997, which is based on the 1984 -1996 economic growth trend for alternative commodities.  A target annual growth rate for 1998 - 2002 of 5 percent growth of area per year is commensurate with SEG's targets overall, and is reasonable given activities planned by OHVN, and SEG's PVO and contractor partners.	1995		7,650
	1996 (B)		9,069
	1997	9,310	12,000
	1998	9,780	18,670
	1999	10,270	19,034
	2000	10,780	
	2001	11,320	
	2002	11,890	

<b>STRATEGIC OBJECTIVE:</b> Increased value-added of specific economic subsectors of national income. (SO#2, Sustainable Economic Growth, or SEG)			
<b>APPROVED:</b> 9/95, reconfirmed 2/97 <b>COUNTRY/ORGANIZATION:</b> USAID Mali			
<b>INTERMEDIATE RESULT 2.3:</b> Increased trade in cereals, livestock, and alternative commodities subsectors in targeted areas.			
<b>INDICATOR 2.3.3:</b> Total volume of alternative commodities sold in domestic and export markets.			
<b>UNIT OF MEASURE:</b> Metric Tons	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> DNAE exports plus SIM <i>Rapports Mensuels</i> , when it begins to report on alternative commodities (est. 1998).	1995		12,551
<b>INDICATOR DESCRIPTION:</b> Sum of total volume of alternative commodities sold in given year in domestic markets (as defined by SIM market studies) and exported (as recorded by DNAE <i>Statistics</i> ) from SEG targeted areas.  <b>COMMENTS:</b> (B) = base year. SEG targeted areas = all districts in Kayes, Koulikoro, Mopti, Segou, Sikasso, Gao, Kidal and Timbuktu Regions.  The indicator and planned levels will initially be based solely on <b>exported</b> alternative commodities as described below. As SIM establishes its planned system of tracking sales of horticultural and fruit crops in domestic markets, data from SIM monthly reports will be used to establish planned levels for volumes of sales of alternative commodities for future years.  The Chamber of Agriculture is also planning to monitor sales of alternative commodities in regional markets, and may be an alternative source of data, should SIM be slow to establish its own monitoring system.  <b>EXPLANATION OF “PLANNED” TARGETS FOR IND. 2.3.3:</b> Planned targets for 1996 and 1997 are based on an assumed continued growth a rate of 2.4 percent for 1995-1996 and 2.3 percent for 1996-1997, derived from linear projection of the long-term 1984-1996 trend.  Targets for 1998-2002 assume an increase in growth rate to 5 percent annually, which appears reasonable given activities planned.	1996 (B)	23,400	22,865
	1997		24,100
	1998	24,600	28,295
	1999	25,800	31,178
	2000	27,100	
	2001	28,500	
	2002	29,900	

<b>STRATEGIC OBJECTIVE:</b> Increased value-added of specific economic subsectors of national income. (SO#2, Sustainable Economic Growth, or SEG)			
<b>APPROVED:</b> 9/95, reconfirmed 2/97 <b>COUNTRY/ORGANIZATION:</b> USAID Mali			
<b>INTERMEDIATE RESULT 2.4:</b> Increased savings mobilized and credit provided by USAID supported MFIs in targeted areas.			
<b>INDICATOR 2.4.2:</b> Net Amount of Outstanding Loans (Less portfolio at risk)			
<b>UNIT OF MEASURE:</b> FCFA (millions)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCE:</b> USAID-supported PVOs			
<p><b>INDICATOR DESCRIPTION:</b> This indicator reflects the level of viable loan activity in MFIs and is measured as the difference between total loans outstanding and the amount of loans (portfolio) at-risk. Loans at risk are considered to be those that are more than 90 days past due.</p> <p><b>COMMENTS:</b> (B) = base year. SEG targeted areas = all districts in Kayes, Koulikoro, Mopti, Segou, Sikasso, Gao, Kidal and Timbuktu Regions.</p> <p>This indicator represents the amount of loans that are not at immediate risk of default. At-risk loans are not included due to the likelihood of non-repayment. Growth in outstanding loans represents increased use of micro-finance institutions and implies that greater amounts of funds are being used for productive economic purposes, resulting in increased economic growth.</p> <p><b>EXPLANATION OF “PLANNED” TARGETS:</b> Projections include planned expansion of the following programs, Save the Children’s GGLS program, World Education’s PIEC program, CANEF and Freedom from Hunger.</p> <p>USAID/Mali anticipates continued funding of Save the Children’s GGLS program and World Education’s PIEC program. CANEF will receive indirect USAID/W funding through Plan International. Freedom from Hunger is now funded under USAID’s IGP grant.</p>	1995		
	1996		245.0
	1997 (B)		294.7
	1998	409.3	1,516
	1999	593.9	2,275
	2000	825.5	
	2001	934.0	
	2002	1,236.4	

## C. Strategic Objective 3 - Democratic Governance

### 1. Summary

The Democratic Governance Strategic Objective (DG) is defined as “**community organizations in target communes are effective partners in democratic governance, including development decision-making and planning**”. This past year represented an historic milestone for democratic governance in Mali and the “take off” point for USAID’s DG program. Mali’s first-ever-local elections involved a high turnout in an open and transparent process. A total of 682 communal councils, boards and mayors and 49 “Circle” councils are now installed, establishing the foundation for genuine decentralization and popular participation in local governance. In addition, reforms at the regional and national levels continue to support and strengthen the decentralization of administrative processes throughout the country. The Mission’s partnership with the GRM and other national and international actors involved in fostering democratic governance is stronger than ever. Mission-supported U.S. PVOs and Malian NGOs, who provide training and technical assistance to strengthen the capacity of community organization to engage in democratic self-governance and civic action, are achieving significant results and expanding activities in more rural communes. This year the DG program also placed more attention on women’s participation in political life, conceptualizing and implementing activities during the electoral process that contributed to the highest voter participation rate by women in Mali’s political history and an increased involvement of women in politics in the post electoral period. More than ever before, democratic governance is alive and well in Mali and USAID is in a unique position to foster and support continued progress into the new millennium. Efforts clearly fit in the MPP goals of democracy and regional stability.

### 2. Key Results

In general, the DG program **exceeded** its 1999 targets in 12 out of its 15 measures. USAID-assisted community organizations outperformed a non-target (spread effect and true control) group in almost every case. The implementing partner U.S. PVOs are working with over 1,000 community organizations (COs) in 214 communes. Although the DG program is committed to achieving results with 750 organizations, the investments thus far have yielded results greater than anticipated. This year's performance measurements were characterized by a change in the target population size being reduced from 1,302 community organizations in 1998 to 1,055 organizations in 1999 (village health committees were not counted this year as COs, because of size and lack of permanence). However, this year's survey was ambitious as it included a full census of 40 DG-partner NGOs and federations and a survey of a CO sample size of 181 DG partners compared to 137 in 1998, and survey of 73 control group COs compared to 36 in 1999. Also, after additional analysis during two years of implementation, we revised this year's targets and standards for some indicators to make them more realistic. Performance, measured by the percentage of target community organizations (COs) forming good partnerships with local government to deliver public services, exceeded planned levels by 40% for all target organizations (42% achieved versus 30% planned). Activities implemented with women's organizations fell a little short of planned levels (18% achieved versus 20% planned).

### 3. Performance and Prospects

#### **IR 1 - Target community organizations are engaged in democratic self-governance and civic action at the local level and beyond:**

Results are measured by the **percentage of COs which are governed democratically** as judged by a three-point index: 1) voluntary membership, 2) leaders elected for a fixed term allowing for new leadership, and 3) meetings conducted according to by-laws. Target and standard revisions were made because implementation revealed the dangers of applying organizational concepts from western democracies to Mali’s different social, cultural and historical context. Older COs tend to follow

customary operating procedures which can be effective in their own way, but which have been found to require more time and effort than originally anticipated to adopt more democratic internal practices. Performance exceeded planned levels in all COs by 10% (33% achieved versus 30% planned). Participating women's groups exceeded the target by 27%, an 81% improvement over last year.

Another indicator of democratic self-governance is the **percentage of target COs who practice sound management within their organizations**. This is measured by a four-point index: 1) legal recognition of the organization; 2) transparent financial management system; 3) a board with 50% of the leadership literate; and 4) dues collected according to by-laws. Performance exceeded planned levels in all COs by 45% (29% achieved versus 20% planned) and by 45% for women's organizations (29% achieved versus 20% planned).

A final measure of this complex result is the **percentage of COs pursuing issues with systematic civic actions**, as defined by a multi-faceted process of strategic planning and implementation. Here performance also exceeded the planned targets. Targets were exceeded by 60% for the all COs (72% achieved versus 45% planned) and by 22% for women's organizations (55% achieved versus 45% planned).

- **Resource mobilization:** CARE-supported training in democratic self- governance resulted in effective management and civic action by the Sougouba and Mougna (Djenne Circle) Parents Students Associations (APEs) They were able to mobilize non-USAID financial resources from a French NGO (AFVP) and UNICEF to build 6 new classrooms.
- **Effective civic action:** After receiving advocacy technical assistance from CLUSA, five savings and loan groups in the Koulikoro Region advocated for and gained government approval to operate as decentralized financial institutions. Fifty village associations in the same region successfully lobbied a government bank (BNDA) to suspend an uneconomic insurance program on clients with loans of four years or less.

## **IR 2 - Effective Decentralization Implemented:**

Results are measured by progress towards implementation of an effective decentralization program in Mali. The higher than expected turnout of the 1999 communal council elections helped to legitimize the decentralization program in Mali. As a result of the elections, 682 communal councils, boards, mayors and city councils are now installed. In addition, the ongoing de-concentration of territorial administration is boosting the decentralization process throughout the country. Working closely with its government partner, the DG team funded a study on the roles and responsibilities of traditional institutions and authorities in consolidating decentralization reform. The DG team also conducted an internal study to learn lessons from the implementation of decentralization in eight urban communes and made recommendations that can be applied to the 682 newly formed communes. Furthermore, the DG team facilitated dialogue on important decentralization issues by supporting workshops with key partners (Ministries, NGOs and other Mission SOs). Commune-led development approaches and the role of COs were central topics of discussion.

## **IR3 - Enabling environment empowers target community organizations, intermediary NGOs and federations:**

Results are measured by the number of enabling environment issues around which 2 or more intermediary NGOs and federations work together to alleviate constraints. Twelve Malian NGOs and federations are collaborating on the issues of legal recognition of village associations and cooperatives; several issues related to PRODEC, the basic education ten-year plan; and topics related to decentralization. The NGOs and federations held 60 regional fora in Koulikoro, Sikasso, Segou and

Mopti. They received training in advocacy, leading to the development of an advocacy action plan, and have launched a media campaign to inform and sensitize communities around these issues.

In addition to another successful year of program implementation, several specific studies, evaluations and monitoring activities were conducted, providing needed information and analysis to better manage for results. A third independent **DG performance survey** was conducted, building on work from previous years. The survey enlarged the sample, revised the non-target or control group, and added questions to measure “spread effect.” Most importantly, it developed an approach for measuring synergies between democratic governance and other development sector activities in 30 communes. It was clear from the study that USAID assisted target groups performed better than spread effect groups, as well as true control groups. We conclude that USAID partner COs are influencing the behavior of their neighbors COs. In measuring synergy, the study was instructive and exploratory.

- *DG, through Save the Children USA, supported training in management, civic education, democratic practices, and advocacy skills for the Community School Management Committees. This group receives funding from the Youth SO, but DG supports a good governance element of the program. As a result of this assistance, the School Management Committee (SMC) in Kolondieba organized successful civic action toward local authorities, lobbying for the establishment of birth certificates for community school students, the provision of land to construct community schools, and official recognition for the creation and support of community schools.*
- *In Koulikoro, Students' Parents Associations (APEs), assisted by World Education, obtained official registration for their schools, resulting in the provision of textbooks, and in-service teacher training and support.*
- *DG collaborated with SEG on four regional workshops on “illicit taxes” that the custom and police levy from livestock exporters (cooperatives and businesses) in Sikasso, Ségou, Mopti and Koulikoro. The workshops provided opportunities for livestock exporters and GRM officials to interact and develop an action plan for eliminating illegal taxes. As a result of these workshops livestock exporters decided to create a border livestock markets which will tremendously cut down the illicit taxes that negatively affect export revenues*

The DG program is well poised to achieve significant results in the future. The successful completion of the communal elections and progressive administrative reforms are clearly establishing the framework for more citizen participation and improved prospects for sustainable development. The GRM is committed to making decentralization a platform that will increase grassroots communities’ ability to fully participate in development decision-making and implementation. This is the foundation of USAID’s long-term objective of fully effective communes.

Community Organizations forming **good partnerships** with local government in decision-making has risen to 42% and should rise to 75% by 2002. COs engaged in democratic governance and **civic actions** are expected to continue to increase. A crucial element in the ability of local COs to advocate at the national level is their **representation** by national and regional NGOs and federations. From the current rate of 50% of targeted COs being represented, we expect this to increase to 75% by 2002, making civil society an effective and vibrant partner in development.

By 2002, DG’s development partners will have a fully expanded set of activities supporting authentic decentralization. Many implementation issues will have been addressed, making decentralization and the empowerment of communities a reality. The DG team is also developing new activities that will bring more strength to the program and enhance overall achievement of the SO, including an umbrella grant to facilitate the aggregation of COs’ interests at the regional and national level; training of newly elected

leaders so that they can be more responsive to citizens needs; and the strengthening of the financial management capacities of the newly installed communes and improving transparency.

#### **4. Development Partners**

USAID's Democratic governance program operates in concert with many other partners. First, there are our prime U.S. implementers: CARE, Save the Children, World Education and CLUSA--all who work in partnership with Malian NGOs and institutions. Also, we support a technical assistance team from MSI/IDR who is working with 12 NGOs to implement our two political economic studies (Cooperative laws and education reform) and decentralization initiatives. USAID is an active member of the GRM/donor/NGO Decentralization Panel. These strong partnerships have been instrumental in achieving impressive results in the second year of activities.

Other donors and GRM entities working on democratic governance at the communal level are listed as follows:

**Decentralization Mission:** Our primary government counterpart in community partnerships.

**National Assembly:** Active in government and political reform, as well as policy adoption.

**Ministry of Territorial Administration- Direction Des Collectivités:**  
Oversight of the communes management.

**Canada and France:** Judicial reform, decentralization, judicial reform, legislative/police/security strengthening, electoral support, women in politics, support to Controle General d'Etat.

**World Bank:** Administrative reform of governmental organizations, corruption elimination and transparency, judicial reform.

**Germany:** Decentralization, electoral support, political party strengthening.

**Holland:** Developing capacity of communal councils, electoral support.

**European Union:** Decentralization/local government strengthening, electoral support.



## 5. Selected Performance Indicators

<b>OBJECTIVE:</b> Community Organizations in Target Communes are Effective Partners in Democratic Governance, including Development Decision-Making and Planning. (Democratic Governance) <b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID Mali						
<b>SO INDICATOR 1:</b> % of target COs forming good partnership with local government in delivering public services						
<b>UNIT OF MEASURE:</b> 1) % of all target COs (1055) 2) % of all target women COs (30)	<b>YEAR</b>	<b>PLANNED</b>		<b>ACTUAL</b>		<b>NON TARGET</b>
		COs	Women COs	COs	Women COs	
<b>SOURCE:</b> Annual survey of COs and tracking system (COs logbook) conducted by the four PVOs: World Education, Care, Save the Children U.S. and CLUSA. Interview of COs (spot check) conducted by DG SOT.	1997 (B)			21%	5%	N/A
	1998	25%	10%	30%	22%	25%
	1999	30%	20%	42%	18%	25%
	2000	40%	30%			
<b>INDICATOR/DESCRIPTION:</b> % of target COs which can demonstrate growing or high levels of cooperation with the government in the provision of services. Cooperation can be financial, material or technical. Financial support can include the provision of personnel, such as schoolteachers for community schools. Desegregated by % of total CO and % of women's COs.	2001	60%	40%			
	2002	75%	60%			
<b>COMMENTS:</b> Assisted target COs performed better than spread effect and control groups. Women COs performance felt short from last year. This could be due to the small size of women groups in the population. DGSO team is analyzing constraints related to women groups to participate in public life. Activities are being conceptualized to increase their confidence and participation.						

<b>OBJECTIVE:</b> Community Organizations in Target Communes are Effective Partners in Democratic Governance, including Development Decision-Making and Planning.						
<b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID Mali						
<b>INTERMEDIATE RESULT 1:</b> Target community organizations are engaged in democratic self-governance and civic action at the local level and beyond.						
<b>INDICATOR 1.1:</b> COs govern themselves democratically.						
<b>UNIT OF MEASURE:</b> 1) % of all target COs (1055) 2) % of all target women COs (30)	<b>YEAR</b>	<b>PLANNED</b>		<b>ACTUAL</b>		<b>NON TARGET</b>
		COs	Women COs	COs	Women COs	
<b>SOURCE:</b> Annual survey of COs and tracking system (COs logbook) conducted by the four PVOs: World Education, Care, Save the Children U.S. and CLUSA. Annual reports of Care, W. Ed, Save the Children and CLUSA. Interview of COs (spot check) conducted by DG SOT.	1997 (B)			0%	0%	
	1998	20%	20%	5%	21%	6%
	1999	30%	30%	33%	38%	20%
	2000	45%	45%			
	2001	55%	55%			
<b>INDICATOR/DESCRIPTION:</b> % of target COs that meet the following criteria: a. They are voluntary in membership; b. The leadership is elected in accordance with by-laws and for a specific time period that allows alternation; c. Availability of written by-laws; and d. Demonstrate at least 60% membership attendance at the general assembly.  Evaluation method: Target groups must receive a yes response on at least two standards to be counted as governing themselves democratically.	2002	65%	65%			
<b>COMMENTS:</b> We revised the targets and the standards after two years of implementation when we realized we were applying western concepts of democracy in a different social and historical context. We originally had three standards and added last year a fourth to measure participation. This will be monitored for another year to determine if this is an appropriate measure.						

<b>OBJECTIVE:</b> Community Organizations in Target Communes are Effective Partners in Democratic Governance, including Development Decision-Making and Planning.						
<b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID Mali						
<b>INTERMEDIATE RESULT 1:</b> Target community organizations are engaged in democratic self-governance and civic action at the local level and beyond.						
<b>INDICATOR 1.2:</b> Target COs have sound management practices.						
<b>UNIT OF MEASURE:</b> 1) % of all target COs (1055) 2) % of all target women COs (30)	<b>YEAR</b>	<b>PLANNED</b>		<b>ACTUAL</b>		<b>NON TARGET</b>
		COs	Women COs	COs	Women COs	
<b>SOURCE:</b> Annual survey of COs and tracking system (COs logbook) conducted by the four PVOs: World Education, Care, Save the Children U.S. and CLUSA. Annual reports of Care, W. Ed, Save the Children and CLUSA. Interview of COs (spot check) conducted by DG SOT.	1997 (B)			5%	8%	
	1998	10%	10%	19%	34%	17%
	1999	20%	20%	29%	29%	23%
	2000	40%	40%			
	2001	60%	60%			
<b>INDICATOR/DESCRIPTION:</b> % of target COs with sound management practices as judged by the management index: a. Legal recognition; b. COs maintain adequate financial systems & records that are reviewed by NGO & PVO & published in general assembly; c. 50% of the board members are functionally literate; d. Dues collected according to by-laws. (All yes or no questions)  Evaluation method: Target groups must receive a yes response on at least 3 of the 4 criteria above to be counted as having sound management practices.	2002	75%	75%			
<b>COMMENTS:</b> Exceeded target. However, women COs' performance dropped from last year. This could have been due to the small sample size.						

<b>OBJECTIVE:</b> Community Organizations in Target Communes are Effective Partners in Democratic Governance, including Development Decision-Making and Planning. (Democratic Governance)						
<b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID Mali						
<b>INTERMEDIATE RESULT 1:</b> Target community organizations are engaged in democratic self-governance and civic action at the local level and beyond.						
<b>INDICATOR 1.3:</b> COs pursuing issues with systematic civic action.						
<b>UNIT OF MEASURE:</b> 1) % of all target COs (1055) 2) % of all target women COs (30)	<b>YEAR</b>	<b>PLANNED</b>		<b>ACTUAL</b>		<b>NON TARGET</b>
		COs	Women COs	COs	Women COs	
<b>SOURCE:</b> Annual survey of COs and tracking system (COs logbook) conducted by the four PVOs: World Education, Care, Save the Children U.S. and CLUSA. Annual reports of Care, W. Ed, Save the Children and CLUSA. Interview of COs (spot check) conducted by DG SOT.	1997 (B)			38%	42%	
	1998	40%	43%	51%	52%	44%
	1999	45%	45%	72%	55%	53%
	2000	50%	50%			
<b>INDICATOR/DESCRIPTION:</b> % of target COs for which there is evidence that for any single issue: a. The problem was analyzed; b. A position was developed; c. An action plan was formulated d. The government, population and other COs or intermediary NGOs or federations were contacted e. The membership was involved in civic action. * Evaluation standard of 3 and above count as systematic.	2001	55%	55%			
	2002	60%	60%			
<b>COMMENTS:</b> We revised the evaluation criteria to be more realistic after two years of implementation. We have learned that COs can be effective in civic action, both when using the measures shown above and by using other negotiation skills more adapted to their culture and tradition.						

## **D. Special Objective 1 - Information and Communication**

### **1. Summary**

After two full years since the Information & Communications Special Objective (InfoComm SpO) program introduced the Internet to Mali and became a major player in the community radio sector, Internet use is firmly established as a communications tool for a myriad of purposes and information dissemination by radio stations has expanded exponentially. The primary objectives of the InfoComm SpO are **to provide Internet access to as many Malians as possible, and to provide timely and pertinent information to Malian citizens via radio, particularly in rural areas**. The activities contribute to achievement of results in three major areas of the MPP; economic growth, democracy, and humanitarian assistance.

### **2. Key Results**

The Information & Communications Special Objective (Info/Comm) program **continued to exceed the annual targets set for 1999**. Info/Comm, in coordination with the Leland Initiative, continues to enhance ease of access to the Internet in Mali by training end users and future trainers in Internet services. The total number of Internet accounts is estimated at 2,800, which represents an increase of 40% compared to the number of existing accounts last year and is 60% greater than anticipated in last year's R4. Competition continues to bring down Internet access costs, and the special "local rate" telephone lines set up by the telecommunications company makes access affordable from Mali's secondary cities. Info/Comm has now begun the process of connecting the University of Mali to the Internet, and is working with the Ministries of Communications and Plan to reduce customs duties on computer equipment. The number of USAID/Mali partner institutions connected to the Internet with the financial or technical assistance of the InfoComm program was 15 during this reporting period, compared to 7 planned, which exceeds expectations by 114%.

A significant, over-arching result of InfoComm in 1999 was the development of collaborative mechanisms with each of the Mission's Strategic Objective teams, which was identified as a need in the 1998 R4. The InfoComm program met with each of the teams to define the Strategic Objective's information dissemination requirements, and specific, targeted training programs were designed to train radio program producers in the appropriate sectors. The training topics included decentralization, new value-added market opportunities, AIDS and STD prevention campaigns, and the new community school basic education system in Mali. For the first time, data has been collected on the impact of radio training and will henceforth be included in R4s.

The private radio sector in Mali is also progressing: there are currently 148 private, FM radio frequencies allocated, compared to 117 last year, an increase of 27%. The percentage of Mali's population covered by one or more private radio stations is 70%, compared to 64% last year. The number of radio station producers, communication specialists and development professionals trained in technical, managerial and sectoral topics was 260, which exceeded expectations by 4%. Beginning next year, this indicator will be split into two: one to track the number of person-days of training, another to measure the number of radio spots produced as a result of the training provided.

### **3. Performance and Prospects**

On the policy side, InfoComm was instrumental in issuing a formal proposal from the Ministries of Plan and Communications to Mali's Council of Ministers for a reduction of customs duties on computer and radio broadcasting equipment from the current 67% to 5%. It also played a key role in the various conferences on the privatization of the national telecommunications company, SOTELMA, to ensure that the Internet service division of the company is liberalized, and open to private-sector investments to ensure high-quality technical performance and competitive pricing.

The Info/Comm SpO built on the successful establishment of the national Internet gateway and began its project to connect the University of Mali to the Internet. InfoComm provided Internet training at several levels, from basic end-user skills to the training of trainers, and continued to support the nascent Mali Chapter of the Internet Society to enable it to serve as an Internet policy advisory board and provider of services.

### **IR 1 - Increased Internet Access:**

The intended result of IR1 is that Malians obtain and use current development information through the Internet. After two years of operation, the demand for Internet services increased so much in Mali that even the private-sector ISP's have begun to reach capacity saturation. Fortunately, one additional Internet Service Provider has been authorized and several more new providers will soon be licensed by SOTELMA. The special "local call rate" has been officially established and allows access to the Internet from Mali's secondary cities.

Up to last year, the InfoComm program has tracked Internet usage by reporting on the number of Internet accounts established with the local ISPs. This indicator does not take into account the users of kiosks and cybercafes, however, nor does it track the number of actual users behind those accounts. Beginning next year, InfoComm will use a new indicator, the actual Internet "traffic", as measured by the national telecommunications company, which should provide a more comprehensive measure of Internet usage in Mali.

With the national Internet gateway now being fully operational, InfoComm proceeded with connecting the University of Mali to the Internet. Two management committees (a Steering Committee for policy guidance and overall oversight, and a Technical Committee for the technical aspects of the project) were created; these committees developed the guidelines for the implementation of the project. The contracting process for provision of equipment and services was begun. A Memorandum of Understanding between the University and USAID was drafted and will be signed shortly. This MOU defines the roles and responsibilities of each party, establishes the overall goals and objectives of the project, describes access and usage policies, and addresses the sustainability issues. The approach being used for connecting the University utilizes modern, high-speed wireless links, making the network completely independent of the wired telephone infrastructure. The system will provide direct, on-site access to the Internet and to an intranet designed to permit communication within the University system.

The Mali Chapter of the Internet Society (ISOC Mali), with direct support and assistance of InfoComm, conducted its first official function, and trained 25 members in various Internet technologies (of which eight are from other countries of the region). The USAID Leland Initiative contributed by financing the participation of Mr. George Sadowsky, one of the founders of the international Internet Society and its Vice President for Education and Training, who also contributed to the design of the University Internet system and development of a training plan for ISOC Mali. As ISOC Mali gains credibility and membership, it will play an important role in the evolution of Internet-related policies and will probably arbitrate in "domain-name" conflicts.

In 1999, InfoComm and the Leland Initiative organized a training of trainers program. This consisted of a training of trainers session for 24 members of the University of Mali's Internet Steering Committee, as well as a special session for 14 of the University's high-level decision-makers. Also included was a daylong Internet awareness training session for 27 selected students, at which the newly trained trainers had an opportunity to practice their skills. The second training of trainers session was conducted for 32 representatives from USAID partner organizations. InfoComm is currently assessing the impact of all Internet training conducted since 1997.

In collaboration with the Democracy and Governance team, InfoComm designed a project to connect women parliamentarians of the National Assembly to the Internet, and provided five computers for this activity. The SpO also supplied the Ministry of Communications with three computers to provide on-site Internet access.

## **IR 2 - Community Radio:**

Trends in the community radio sector are encouraging and positive. The number of private radio stations continues to increase. As URTEL grows, it is becoming recognized as an important development partner, and increasingly serves as “broker” between the radio stations and organizations and institutions wishing to use radio as a means of disseminating development information. This year, InfoComm will provide URTEL with training in financial management, association administration, advocacy and training in the technical sectors in which USAID Mali is working. Linkages between Internet and radio will continue to be explored as new information and communication technologies become operational.

The Radio for Development Partners’ Committee, which was created by the InfoComm program, has grown to 13 member organizations, and continues to provide guidance to the community radio sector in Mali and to collaborate on activities.

The InfoComm SpO trained four members of Mali’s Volunteer Corps in radio communication techniques, as well as 105 Peace Corps Volunteers.

***Another First:** With USAID assistance, members of the Mali Volunteer Corps were trained alongside Peace Corps Volunteers and radio station staff in the use of radio as a development tool. Volunteers (Maliens and American) play a significant role in community development activities, and most have incorporated the use of radio messages in their programs.*

With a support grant from USAID, URTEL (the association of private radio stations in Mali) was able to establish an office with direct Internet access for its member stations. Radio producers use the facility to prepare their broadcasts on a wide range of development topics. Training was also provided in basic radio station management and equipment maintenance.

InfoComm was one of the promoters of Mali’s second *Festival des Ondes de Liberté*, a biannual, regional program to promote the use of radio in development activities. This year’s *Festival* included modules on the use of the Internet for producing radio programs, which was initiated and organized by InfoComm.

## **IR 3 - Use Information Resources Center:**

As was expected, the need for the Information Resource Center has been reduced by the emergence of private-sector operated Internet kiosks and cybercafes. Nonetheless, the InfoComm program continues to provide hands-on Internet demonstrations, research assistance and short-term training for partners and students, and in 1999 about 250 training or demonstration sessions were conducted.

## **4. Development Partners**

In 1999, the InfoComm program has been working closely on policy issues with the **Ministry of Communications and the Ministry of Economy**. Specifically, these discussions have been on the customs duties currently being assessed on computer equipment, constraining Internet access.

In the Internet sector, InfoComm has established new partnerships with **AN AIS** (the Swiss-led initiative to connect Presidential staffs from African nations), **UNITAD**, the FAO-funded natural resource

management project (PGRN), the Netherlands-based **IICD**, the **US Environmental Protection Agency**, **NASA and Jet Propulsion Laboratory**, and the **Mali GIS Users Group**.

Several new partners have joined the Radio for Development Partners' Committee, which now counts among its members:

**UNICEF** (United Nations Children's Fund),  
**UNESCO** (United Nations Educational, Scientific and Cultural Organization),  
**the FAO** (Food and Agriculture Organization),  
**the Panos Institute**,  
**the GTZ** (German AID Organization),  
**Plan International**,  
**the Frederick Ebert Foundation**,  
**the U.S. Peace Corps**,  
**the Malian Volunteer Corps**,  
**the Canadian International Development Agency**, and  
**the Netherlands Embassy**.

## 5. Selected Performance Indicators

<b>OBJECTIVE:</b> Information & Communications Special Objective			
<b>APPROVED:</b> September 1995		<b>COUNTRY/ORGANIZATION:</b> USAID Mali	
<b>SPECIAL OBJECTIVE:</b> Improved access to, and Facilitated Dissemination of, information			
<b>SpO LEVEL INDICATOR :</b> Population covered by community radio			
<b>UNIT OF MEASURE:</b> Percentage of population	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCES :</b> GIS map based on URTEL reports	(B)	0	45%
<b>INDICATOR DESCRIPTION:</b> The percentage of Mali’s total population having access to at least one private, community-based FM radio station.	1998	0	64%
<b>COMMENTS:</b>	1999	68%	70%
	2000	72%	
	2001	74%	



<b>OBJECTIVE:</b> Information & Communications Special Objective			
<b>APPROVED:</b> September 1995		<b>COUNTRY/ORGANIZATION:</b> USAID Mali	
<b>INTERMEDIATE RESULT 1:</b> Increase Internet access – Malians receive pertinent and timely information by using the Internet			
<b>INDICATOR 1.2:</b> Connect selected partner institutions to the Internet			
<b>UNIT OF MEASURE:</b> Number of institutions connected using USAID funding (A: annual, C: cumulative)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCES :</b> SOTELMA (annual report) and private ISPs	(B)		0
<b>INDICATOR DESCRIPTION:</b> This indicator tracks the number of partner organizations who receive technical assistance and/or equipment from the InfoComm program for a direct, on-site connection to the Internet	1997	0	0
<b>COMMENTS:</b>  The new partner institutions include the Ministry of Communications, URTEL, ISOC Mali, the National Assembly, Office du Niger, and the 10 departments (or “colleges”) of the University of Mali that have been provided with equipment as part of the GRM contribution to the University-connection project.	1998	A: 2 C: 2	A: 9 C: 9
	1999	A: 7 C: 16	A: 15 C: 24
	2000	A: 5 C: 29	A: C:
	2001	A: 3 C: 32	A: C:

<b>OBJECTIVE:</b> Information & Communications Special Objective <b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID Mali			
<b>INTERMEDIATE RESULT 1:</b> Increased Internet access - More Malians receive pertinent and timely information by using the Internet			
<b>INDICATOR 1.3:</b> Promote internet resources and use in Mali			
<b>UNIT OF MEASURE:</b> Number of Internet "accounts"	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCES:</b> see Comments, below	(B)		0
<b>INDICATOR DESCRIPTION:</b>  The total number of Internet accounts with the five, local Internet Service Providers	1997	A: 500 C: 500	A: 1000 C: 1000
<b>COMMENTS:</b> As competition grows fiercer, it is becoming more and more difficult to obtain reliable data on the number of actual Internet accounts or users, as reported by the five private-sector ISPs and used to track this indicator.  Moreover, this indicator does not take into account Internet use at cybercafes and kiosks, which is growing significantly. To overcome this limitation, the InfoComm will develop a new Internet-usage indicator, such as total traffic throughout as measured at the national Internet gateway. The new indicator (which will be used for the 2000 reporting period and thereafter), will capture <u>all</u> Internet usage in Mali, and the data are obtainable without asking ISPs to report on sensitive internal business information.	1998	A: 500 C: 1500	A: 1000 C: 2000
	1999	A: 500 C: 2500	A: 800 C: 2800
	2000	See Comments	
	2001		

<b>OBJECTIVE:</b> Information & Communications Special Objective <b>APPROVED:</b> September 1995 <b>COUNTRY/ORGANIZATION:</b> USAID Mali			
<b>INTERMEDIATE RESULT 2:</b> Increased Community Radio – Communities in rural areas gain access to community and development information via radio			
<b>INDICATOR 2.1:</b> Radio station staff training in sectoral development topics			
<b>UNIT OF MEASURE:</b> Number of radio station program producers and staff trained	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
<b>SOURCES:</b> URTEL annual reports, and InfoComm participation in training sessions	1997 (B)		0
<b>INDICATOR DESCRIPTION:</b>  The number of community radio staff trained in the production of programs in public service topics such as health, family planning, education, democracy and governance, market price information, natural resources management	1998	A: 100 C: 220	A: 220 C: 220
<b>COMMENTS:</b> Beginning next year, this indicator will be modified to track the number of person-days of training provided, which will provide more information on the depth of the training programs.  Another indicator will be developed to track the number of public-service radio "spots" produced and/or aired on development topics as a result of the training.	1999	A: 250 C: 470	A: 260 C: 480
	2000	A: 200 C: 680	A: C:
	2001	A: 200 C: 880	A: C:

## **E. Special Objective 2 - Development in the North**

### **1. Summary**

The North Special Objective is stated as follows: **“The people of the North have acquired the capacity and confidence to promote stability through broad-based and sustainable local development”**. The Development in the North Special Objective (North) is a five year program (June 1998 – September 2003) targeting the three northern regions of Mali (Tombouctou, Gao, and Kidal) which cover an area of 932,490 km<sup>2</sup> (75 percent of the land mass) with an estimated population of 930,000 (9% percent of the total population). The program aims at consolidating peace and stability in the North through the strengthening of civil society, expansion of economic opportunities and provision of basic social services, which fits directly into the strategy of the MPP for stability and economic development. Under this new program, USAID and the Government of the Republic of Mali have initiated a transition from relief (i.e.: provision of food, shelter and other assistance to returned refugees) to sustainable local development (i.e.: income generating activities, farming, community-based education and health care). A continuing challenge is the need to change the attitude of the local population targeted by the interventions.

### **2. Key Results**

North program activities were launched in late 1998. Last year was the first full year of program implementation. Overall, the North Special Objective **met its expectations for the year** and is making steady progress towards meeting its long-term strategic goal and short-term intermediate results.

The North Special Objective is currently implemented through four PVOs with which USAID Mali signed cooperative agreements in June 1998. The fifth cooperative agreement was terminated in December 1999. While the second half of 1998 was used by implementing PVOs to recruit staff, purchase equipment, build relationships and work collaboratively with local authorities and communities to identify potential sites for their interventions, 1999 marked the beginning of a full year of program implementation.

At the Special Objective level, under Indicator 1, **New Cases of Armed Rebellion Reported**, no case of armed rebellion was reported during 1999. This period of peace was somewhat disturbed by a few clashes between rival communities or groups, specifically in the regions of Gao and Kidal. Unfortunately, these clashes were related to the aftermath of the implementation of the decentralization reform in the context of a hierarchical and conservative milieu (i.e., resentments over the geographic limits and the composition of newly established communes; fierce competition among local elites to secure a legal base and popular legitimacy, via democratic elections, for their traditional power and influence, etc...). Security still remains a concern as the number of vehicle robberies perpetrated (and related murders committed) by armed bandits increased in 1999.

While these clashes, vehicle robberies, and murders are not linked to, or categorized as, armed rebellion, their continuation could undermine the ability of development partners in the field to implement their activities or deter new partners from initiating development interventions in the North. USAID Mali has played an active role in building a coalition with other donors to strongly engage the Government of Mali to take the necessary measures to curb the spread of insecurity in the North.

### **3. Performance and Prospects**

#### **IR 1 - Community organizations trained in basic management/civic education:**

A total of 132 community organizations attended training sessions on the rudiments of management, complemented, when needed, with sessions on literacy and numeracy skills. This was 30% above the

annual target. The types of organizations trained included: village school/health center management committees, cooperatives, and women associations. Civic education messages and spots were designed and broadcast on six local radio stations to educate the public at large on the concepts of pluralist democracy, decentralization, elections, citizenship, and women participation.

## **IR 2 - Income generating activities created with PVO partners support:**

Cumulatively, 153 income generating activities were created with the financial and/or technical assistance of USAID-funded PVOs. This also was 30% above the targeted number. The activities included: market gardening; opening of small shops; operation of husking/milling machines; start-up of women-owned small businesses to sell fish, fruits/vegetables, and wood/charcoal; and new manufacture of handicrafts.

The fact that individuals or groups solicit small loans bearing an interest rate of 20% to 25%, invest them to earn income and generate profit, and are willing to pay them back is very encouraging. It is certainly indicative of a gradual shift from the deeply ingrained "assistance mentality" towards a nascent "entrepreneurial spirit". In the villages targeted by the AFRICARE micro-credit program, the repayment rate is about 88%. To insure the sustainability of the activity, AFRICARE is building the capacity of assuming responsibilities to the local communities so that they can take over the management of the micro-credit program when the assistance provided through the PVO ends.

## **IR 3 - Schools created/renovated:**

USAID-supported PVOs have gone through all the critical steps that lead to the development of community schools: information campaigns to stimulate demand for education; review of applications and performance of feasibility studies to assess whether minimal requirements for the viability of the school are met; creation and training of a school management committee ; construction and provision of equipment of the school; and recruitment and training of a teacher. Sixteen schools were created and were operational as of November 1999. Over 1,400 students are enrolled in these new schools. All the school management committees in the sites of the new schools were enrolled in training sessions to better comprehend and carry out more effectively their roles and responsibilities. Overall, the gross enrollment rate in primary schools for the three regions is still low. It increased slightly from 32.2% in 1998 to 34.7% in 1999.

Also for the **IR 3** indicator "Water Points Constructed/Renovated", 25 water points were completed out of the targeted 30 wells for 1999. The average depth of wells is 33 meters and the maximum depth is 70 meters. Unfortunately, 2 wells were unproductive after digging to a depth of 35 meters. A water supply system powered by solar energy was installed by Action Contre la Faim (Action against Hunger) in the village of Djebok, 35 km. from Gao, and can provide 20 cubic meters of potable water a day. The communal council of Djebok is responsible for the management of the water point and the cost of maintenance of the equipment. Besides providing potable water to meet basic human needs, the water points are also used for income-generating activities (i.e., livestock, gardening, forestry).

Through 2003, the North Special Objective planning period, it is anticipated that Mali will continue to enjoy peace and stability. As the GRM and development partners maintain and reinforce their presence in the northern regions and initiate development interventions, economic opportunities will expand and the likelihood of an armed rebellion will be drastically reduced.

By 2002, it is planned that 430 small income generating activities (IGAs) will be initiated with the financial and/or technical assistance of implementing PVOs. A sizeable portion of these small businesses will be owned and / or managed by women entrepreneurs. In the next three years, 68 primary schools will be created and will enroll approximately 4,030 students. When enrolling students for the first year, community schools will be encouraged to ensure parity between girls and boys. The

overall gross enrollment rate of primary schools in the 3 northern regions is expected to increase to 39%. Another expected result is the construction or renovation of 118 water points over the next three years. Since water is a scarce resource in the North, the choice of the sites is very sensitive and will be done in close consultation with all concerned parties.

Given the size of the three regions, the grim reality that they lag desperately behind the South in terms of development indicators, and the wide gap between their immense development needs and the limited development resources available, there is a pressing need for all development partners present in the North, including the Government of Mali, to work in close collaboration and coordinate their interventions. To date, there are 66 projects being implemented in the three northern regions. USAID is actively promoting partnership among all the development actors in the field, including the local population who is the ultimate beneficiary of development interventions.

#### **4. Development Partners**

USAID's PVO partners are CARE USA, AFRICARE, World Vision, and Action Against Hunger.

Major organizations involved with the funding, implementation, or oversight of development interventions in the North include the following:

<b>Ministry of Territorial Administration:</b>	Government partner
<b>Ministry of Foreign Affairs :</b>	Government partner
<b>Commission for the North:</b>	Principal government partner with USAID
<b>UNDP:</b>	Relief, rehabilitation, governance, peace and economic development
<b>UNICEF :</b>	Health and education
<b>WFP:</b>	Food for work
<b>UNHCR:</b>	Relief and rehabilitation
<b>OPEC :</b>	School construction
<b>World Bank :</b>	Urban development and decentralization
<b>European Union:</b>	Relief and rehabilitation, economic development, dune fixation
<b>Germany:</b>	Integrated rural development
<b>Norway:</b>	Integrated rural development
<b>France:</b>	General development assistance
<b>Holland:</b>	Development of community and communal organizations

## 5. Selected Performance Indicators

<b>STRATEGIC OBJECTIVE:</b> The people of the North have acquired the capacity and confidence to promote stability through broad-based and sustainable local development (North)			
<b>APPROVED:</b> February 1998		<b>COUNTRY/ORGANIZATION:</b> USAID/Mali	
<b>SpO INDICATOR 1:</b> New cases of armed rebellion reported			
<b>UNIT OF MEASURE:</b> Number of reports	<b>YEAR</b> <b>1998</b> <b>(Base)</b>	<b>PLANNED</b>	<b>ACTUAL</b>  <b>0</b>
<b>SOURCE:</b> Official reports from the GRM (Ministry of Territorial Administration and Security)	1999	0	<b>0</b>
<b>INDICATOR DESCRIPTION:</b> Armed rebellion is defined here as a concerted violent action from a group of people to oppose the Government's authority to rule, that is to enforce law and order	2000	0	
	2001	0	
	2002	0	
<b>COMMENTS:</b> Peace and security are seen as fundamental requirements for any lasting development in the North.	2003	0	

<b>STRATEGIC OBJECTIVE:</b> The people of the North have acquired the capacity and confidence to promote stability through broad-based and sustainable local development (North)			
<b>APPROVED:</b> February 1998		<b>COUNTRY/ORGANIZATION:</b> USAID Mali	
<b>INTERMEDIATE RESULT #1:</b> Effective partnership between target community organizations and local authorities and development partners in targeted areas			
<b>INDICATOR 1:</b> Community organizations trained in basic management/civic education			
<b>UNIT OF MEASURE:</b> Number (A: Annual, C: Cumulative)	<b>YEAR 1998 (Base)</b>	<b>PLANNED</b>	<b>ACTUAL</b>  <b>0</b>
<b>SOURCE:</b> Annual performance reports from USAID implementing PVOs – WV, AFRICARE, CARE	1999	101 Annual 101 Cumul.	<b>132</b> Annual <b>132</b> Cumul.
<b>INDICATOR DESCRIPTION:</b> Number of community organizations that receive training in basic management and/or civic education offered by USAID funded PVOs.	2000	96 (A) 197 (C)	
	2001	56 (A) 253 (C)	
<b>COMMENTS:</b>	2002	56 (A) 309 (C)	
	2003	30 (A) 339 (C)	

<b>STRATEGIC OBJECTIVE:</b> The people of the North have acquired the capacity and confidence to promote stability through broad-based and sustainable local development (North)			
<b>APPROVED:</b> February 1998		<b>COUNTRY/ORGANIZATION:</b> USAID Mali	
<b>INTERMEDIATE RESULT #2:</b> Expanded economic opportunities in targeted areas			
<b>INDICATOR 6:</b> Income Generating Activities (IGAs)created with the assistance of USAID-funded PVOs			
<b>UNIT OF MEASURE:</b> Number of IGAs (A: Annual, C: Cumulative)	<b>YEAR</b> <b>1998</b> <b>(Base)</b>	<b>PLANNED</b>	<b>ACTUAL</b>  <b>9</b>
<b>SOURCE:</b> Annual performance reports from USAID implementing PVOs – IARA, WV, AFRICARE	1999	117 Annual 117 Cumul.	<b>153</b> Annual <b>153</b> Cumul.
<b>INDICATOR DESCRIPTION:</b> Number of new income generating activities started with the financial and/or technical assistance of USAID funded PVOs	2000	105 (A) 222 (C)	
	2001	104 (A) 326 (C)	
<b>COMMENTS:</b> The 9 baseline IGAs were supported by AFRICARE under an earlier grant.	2002	104 (A) 430 (C)	
	2003	83 (A) 513 (C)	



<b>STRATEGIC OBJECTIVE:</b> The people of the North have acquired the capacity and confidence to promote stability through broad-based and sustainable local development (North)			
<b>APPROVED:</b> February 1998		<b>COUNTRY/ORGANIZATION:</b> USAID Mali	
<b>INTERMEDIATE RESULT #3:</b> Increased access to basic social services in targeted areas			
<b>INDICATOR 1:</b> Schools created/renovated			
<b>UNIT OF MEASURE:</b> Number of schools (A: Annual, C: Cumulative)	<b>YEAR</b> 1998 (Base)	<b>PLANNED</b>	<b>ACTUAL</b>  0
<b>SOURCE:</b> Annual performance reports from USAID-funded PVOs – CARE, IARA, and WV	1999	19 Annual 19 Cumul.	16 Annual 16 Cumul.
<b>INDICATOR DESCRIPTION:</b>  Number of primary schools created or renovated with the assistance of USAID-funded PVOs	2000	19 (A) 38 (C)	
	2001	19 (A) 57 (C)	
<b>COMMENTS:</b>	2002	11 (A) 68 (C)	
	2003	0 (A) 68 (C)	

<b>STRATEGIC OBJECTIVE:</b> The people of the North have acquired the capacity and confidence to promote stability through broad-based and sustainable local development (North)			
<b>APPROVED:</b> February 1998		<b>COUNTRY/ORGANIZATION:</b> USAID Mali	
<b>INTERMEDIATE RESULT #3:</b> Increased access to basic social services			
<b>INDICATOR 6:</b> Water points constructed/renovated			
<b>UNIT OF MEASURE:</b> Number of water points (A: Annual, C: Cumulative)	<b>YEAR</b> 1998 (Base)	<b>PLANNED</b>  10	<b>ACTUAL</b>  10
<b>SOURCE:</b> Annual performance reports from USAID-funded PVOs – AAH, AFRICARE	1999	30 Annual 40 Cumul.	25 Annual 35 Cumul.
<b>INDICATOR DESCRIPTION:</b> Number of water points created or renovated with the assistance of USAID-funded PVOs	2000	33 (A) 73 (C)	
	2001	25 (A) 98 (C)	
<b>COMMENTS:</b> The baseline of 10 represents work already done by Action Against Hunger in 1998.	2002	20 (A) 118 (C)	
	2003	10 (A) 128 (C)	

### **III. RESOURCE REQUEST**

#### **A. Financial Plan**

The Program Budget Request level for FY 2000 was issued to Mali and is shown as Annex A1. This level of \$34,748,000 is **\$5,300,000 less** than our request level for FY 2000 made last year and also considerably under the planning level proposed by AFR/DP up until January 2000. Coupled with the AFR/DP Budget Request level for FY 2001 of \$38,012,000, USAID/Mali will be hard pressed to meet all the targeted results by the end of the Country Strategic Plan and completion of our Strategic Objective period by FY 2002. Most severely hit will be funds for Population, Other Human Capacity Development, Micro-enterprise and Environment. USAID/Mali will be unable to "buy down" its mortgage until the last year of Program implementation! To cover these shortfalls, it is probable that the Youth SO1 (688-001-01) activities will be under-funded and it may be necessary to extend the implementation period until FY 2003.

#### **B. Rationale**

An example of the budgetary constraints and difficult decisions USAID/Mali must make is illustrated by the current situation being faced under the Youth SO. For FY 2000, the Youth SO has reduced commitments of resources for contracted and agreed-upon activities. Currently, the unearmarked/uncommitted pipeline is less than \$3 million. This year's OYB is \$16.3 million. That leaves the Mission with no room for any additional activities and no resources for expansion of highly successful, ongoing activities whatsoever. The Youth SO is reducing planned funding for Cooperative Agreements and program support to the GRM in FY 2000.

Funding provided to date for the three Strategic Objectives and two Special Objectives is \$76.3 million (including Field Support). The total Life Of Program funding (LOP) for these programs is \$164.6 million. Since funding for activities to be carried out in FY 2002 needs to be obligated before that year, \$88.3 million will be required in FY 2000 and FY 2001. However, the Africa Bureau has indicated that \$34.7 Million and \$38 million are budgeted for the next two years. This leaves the USAID/Mali program **\$15 million short** at the beginning of FY 2002. The current SO and SpO **pipeline is one year (12 months) of expenditures** at projected usage rates.

#### **C. Workforce and Operating Expenses**

##### **1. Workforce Narrative**

The regional activities at USAID/Mali, stemming from the 1998 transfer of regional activities from Abidjan and recent approval of a regional mission for the West Africa Regional Program (WARP), continue to be a principal factor affecting the posture of USAID/Mali's workforce management. Although most of the technical staffing requirements for the regional program have now been satisfied, the challenge for FY 2000 is to reconfigure administrative operations--particularly Executive Office and Financial Management functions--to support the requirements of two USAID missions in Mali.

The most significant factors in workforce planning during FYs 2000-2002 will be:

- a) Recruitment of positions for the Financial Analysis Division in the Office of Financial Management (OFM);
- b) Recruitment of new and/or modified positions in the Executive Office, and
- c) Additional training of existing OFM staff to prepare them for the escalating responsibilities of that office.

The staffing changes resulting from these factors are reflected in the proposed levels through FY 2002.

Within the new regional mission, one PASA will be added for the 2000-2002 period, thereby fulfilling the current technical staffing requirements for the WARP. Corresponding to the increase in technical staff in Mali, administrative management will add a USPSC, one driver for the regional director, and a personnel clerk, while retaining one position previously slated for deletion. In FY 1999, OFM employed one locally recruited USPSC to supervise the newly created Financial Analysis Division. In FY 2000, another USPSC will be recruited to supervise accounting operations and serve as Mission Certifying Officer, along with four additional FSN personnel, comprised of two financial analysts, one chief accountant, and one account technician.

In light of planned reductions in USDH staff for the Africa Bureau, Mali's USDH level will decrease (one BS 10) to 16 USDH by FY 2001. Although the loss of one USDH position will strain the personnel resources of the affected office (SO2), it will not preclude USAID/Mali from effectively executing the responsibilities of its U.S. Direct Hire staff. Since 11/98, USAID/Mali has hosted an EXO IDI, whose tenure at USAID will end in FY 2000 (June 2000).

USAID/Mali currently has six Foreign Service National Direct (FSNDH) employees. In FY 2001, their number will be reduced to five, as one of the incumbents retires. In keeping with the practice of the Agency, all newly recruited FSNs are employed under Personal Services Contracts (FSNPSCs).

The OE-funded FSN staff numbers should remain steady through FY 2002, including both FSNDH and FSNPSC. Although there are changes in the blend of OE FSN positions across the Mission, the total number (75) corresponds to that discussed in the R4 2001 narrative.

An additional local hire OE USPSC position (Assistant Executive Officer) was created in FY 2000 and will be maintained through 2002. Similarly, and as previously mentioned, another USPSC position, Supervisory Accounts Technician, will be created by the end of FY 2000, bringing the total number of OE USPSCs to three.

In FY 1999, the number of program-funded USPSCs dropped from five to four, while the number of program FSN and TCN positions remained constant at 30. This level of direct staff covers the entire program consisting of three SOs, two SpOs, the WARP, and Food for Peace operations.

In FY 1999, USAID counted one program-funded PASA (Center for Disease Control) in its workforce staffing. However, that position has now been dropped from the Mali's workforce staffing plan, although another PASA (Department of Agriculture) will be assigned to the regional mission in FY 2000.

Since FY 1999, many of the hitherto unanswered questions about the regional program have been answered, thereby rendering a more accurate picture of USAID Mali's workforce requirements through FY 2002 than was possible in the R4 2001. However, there could be unforeseen requirements for the nascent WARP as it is more fully established, which could affect requirements for technical and support positions.

## **2. Operating Expenses**

During FY 1999, expenses for the WARP (formerly called the Regional Strategy Team) and twinning requirements were fully integrated in the OE budget. With the recent approval of the WARP and consequent establishment of a regional mission within USAID/Mali, the long-term picture of its impact on the OE budget is much clearer. Substantial increases in a number of areas, such as Operational Travel, are required through FY 2002. Operating two missions with a combined staff of approximately 127 employees is inherently more expensive and complex than is the case for a single mission with the same staff.

The reduction of USDH positions from 17 to 16 USDH means that USDH support and entitlements remain consistent with the levels reported in the R4 2001.

USAID/Mali dollar levels for FY 2001 and FY 2002 include reasonable increases that are necessary to operate both bilateral and regional USAID missions in Mali. These planned amounts should, if maintained, be sufficient to cover the operating costs of the two missions, as well as twinning requirements.

By the end of the second quarter of FY 2000, the financial management responsibilities for the regional Family Health and AIDS (FHA) program will be transferred to USAID/Senegal. However, this will have little or no impact on the increased complexity of OFM, as its other twinning and regional responsibilities are increasing. During FY 1999, the Mission recruited an USPSC Senior Financial Analyst to train and strengthen the Financial Analysis Division. Similarly, to provide better mid-level supervision of the Budget and Accounting Division and to manage the increasing voucher certification workload, USAID/Mali plans to create a USPSC position in the OFM Budget and Accounting Division during FY 2001. The presence within OFM of these two long-term USPSC positions will obviate the need for frequent TDY PSC assistance, thereby mitigating the impact they would have had on the overall OE budget.

#### **IV ANNEXES**

## **Annex A**

### **Basic Data Submission Requirements**

#### **1. Budget Requests**

- **FY 2000 Budget Request by Program: DA and CSD**
- **FY 2001 Budget Request by Program: DA and CSD**
- **alternate USAID/Mali FY 2001 Budget Request by Program: DA and CSD**
- **FY 2002 Budget Request by Program: DA and CSD**

#### **2. Workforce**

- **FY 2000 Estimate: USAID/Mali Workforce**
- **FY 2001 Estimate: USAID/Mali Workforce**
- **FY 2002 Estimate: USAID/Mali Workforce**

#### **3. USDH Staffing Requirements**

- **FY 2000-FY 2003 USDH Staffing Requirements by Backstop**

#### **4. Operating Expenses**

- **FY 2000-FY 2002 Overseas Mission Budget**

#### **5. Trust Fund and FSN Voluntary Separation Payment**

- **Foreign National Voluntary Separation Account**

#### **6. Controller Operations**

- **FY 2000–FY 2002 Controllers Mission Budget**

#### **7. G Bureau Field Support**

- **FY 2001-FY 2002 Field support and Buy-ins**

**FY 2000 Budget Request by Program: DA and CSD**



## FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: USAID/Mali  
 Approp: DA and CSD  
 Scenario: Bu      nt from AFR/DP

S.O. # , Title		FY 2000 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Improved Social Behavior Among Youth 688-001-01															
	Bilateral	14,545			3,878	117	3,150	4,400		2,500	500			22,662	11,838
	Field Spt	1,750			900		850							2,338	3,250
		16,295	0	0	4,778	117	4,000	4,400	0	2,500	500	0	0	25,000	15,088
SO 2: Increased Value-Added of Specific Economic Sectors of National Income 688-002-01															
	Bilateral	10,153	4,515	2,138								3,500		9,011	10,515
	Field Spt	100										100		100	100
		10,253	4,515	2,138	0	0	0	0	0	0	0	3,600	0	9,111	10,615
SO 3: Community Organizations in Target Communes are Effective Partners in Democratic Governance 688-003-01															
	Bilateral	3,500		1,500									2,000	5,000	3,671
	Field Spt	0												500	
		3,500	0	1,500	0	0	0	0	0	0	0	0	2,000	5,500	3,671
SpO 1: Improved Access to, and Facilitated Use of, Information 688-004-01															
	Bilateral	1,200		1,200										1,500	1,449
	Field Spt	0													
		1,200	0	1,200	0	0	0	0	0	0	0	0	0	1,500	1,449
SpO 2: Development in the North 688-005-01															
	Bilateral	3,500	800	1,000	500			200				550	450	4,000	1,442
	Field Spt	0													
		3,500	800	1,000	500	0	0	200	0	0	0	550	450	4,000	1,442
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		32,898	5,315	5,838	4,378	117	3,150	4,600	0	2,500	500	4,050	2,450	42,173	28,915
Total Field Support		1,850	0	0	900	0	850	0	0	0	0	100	0	2,938	3,350
<b>TOTAL PROGRAM</b>		<b>34,748</b>	<b>5,315</b>	<b>5,838</b>	<b>5,278</b>	<b>117</b>	<b>4,000</b>	<b>4,600</b>	<b>0</b>	<b>2,500</b>	<b>500</b>	<b>4,150</b>	<b>2,450</b>	<b>45,111</b>	<b>32,265</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	11,153
Democracy	2,450
HCD	5,395
PHN	11,600
Environment	4,150
Program ICASS	420
GCC (from all Goals)	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	21,730
Dev. Assist ICASS	280
Dev. Assist Total:	22,010
CSD Program	12,878
CSD ICASS	140
CSD Total:	13,018

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

**FY 2001 Budget Request by Program: DA and CSD**

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: USAID/Mali  
 Approp: DA and CSD  
 Scenario: nt from AFR/DP

S.O. # , Title		FY 2001 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Improved Social Behavior Among Youth 688-001-01															
	Bilateral	16,428			4,878	200	4,350	4,000		3,000				23,250	6,535
	Field Spt	2,750			400		2,350							1,750	2,750
		19,178	0	0	5,278	200	6,700	4,000	0	3,000	0	0	0	25,000	9,285
SO 2: Increased Value-Added of Specific Economic Sectors of National Income 688-002-01															
	Bilateral	8,008	3,012									4,996		12,400	6,123
	Field Spt	100										100		100	100
		8,108	3,012	0	0	0	0	0	0	0	0	5,096	0	12,500	6,223
SO 3: Community Organizations in Target Communes are Effective Partners in Democratic Governance 688-003-01															
	Bilateral	5,507	187	2,500									2,820	5,500	3,678
	Field Spt	0													
		5,507	187	2,500	0	0	0	0	0	0	0	0	2,820	5,500	3,678
SpO 1: Improved Access to, and Facilitated Use of, Information 688-004-01															
	Bilateral	1,500		1,500										1,500	1,449
	Field Spt	0													
		1,500	0	1,500	0	0	0	0	0	0	0	0	0	1,500	1,449
SpO 2: Development in the North 688-005-01															
	Bilateral	3,719	2,419									1,300		3,500	1,661
	Field Spt	0													
		3,719	2,419	0	0	0	0	0	0	0	0	1,300	0	3,500	1,661
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		35,162	5,618	4,000	4,878	200	4,350	4,000	0	3,000	0	6,296	2,820	46,150	19,446
Total Field Support		2,850	0	0	400	0	2,350	0	0	0	0	100	0	1,850	2,850
<b>TOTAL PROGRAM</b>		<b>38,012</b>	<b>5,618</b>	<b>4,000</b>	<b>5,278</b>	<b>200</b>	<b>6,700</b>	<b>4,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>6,396</b>	<b>2,820</b>	<b>48,000</b>	<b>22,296</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	9,618
Democracy	2,820
HCD	5,478
PHN	13,700
Environment	6,396
Program ICASS	440
GCC (from all Goals)	1,000

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	25,584
Dev. Assist ICASS	290
Dev. Assist Total:	25,874
CSD Program	12,278
CSD ICASS	150
CSD Total:	12,428

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

**alternate FY 2001 Budget Request by Program:**

## FY 2001 Budget Request by Program/Country

**Fiscal Year:** 2001    **Program/Country:** USAID/Mali  
**Approp:** DA and CSD  
**Scenario:** Alt. budget from USAID/Mali for full SO funding

S.O. # , Title		FY 2001 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2001
	Bilateral/Field Spt	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Improved Social Behavior Among Youth 688-001-01															
	Bilateral	30,344			7,378	400	11,483	6,083	300	3,700	1,000			23,250	20,451
	Field Spt	2,750			400		2,350							1,750	2,750
		33,094	0	0	7,778	400	13,833	6,083	300	3,700	1,000	0	0	25,000	23,201
SO 2: Increased Value-Added of Specific Economic Sectors of National Income 688-002-01															
	Bilateral	8,008	3,012									4,996		12,400	6,123
	Field Spt	100										100		100	100
		8,108	3,012	0	0	0	0	0	0	0	0	5,096	0	12,500	6,223
SO 3: Community Organizations in Target Communes are Effective Partners in Democratic Governance 688-003-01															
	Bilateral	5,507	187	2,500									2,820	5,500	3,678
	Field Spt	0													
		5,507	187	2,500	0	0	0	0	0	0	0	0	2,820	5,500	3,678
SpO 1: Improved Access to, and Facilitated Use of, Information 688-004-01															
	Bilateral	1,500		1,500										1,500	1,449
	Field Spt	0													
		1,500	0	1,500	0	0	0	0	0	0	0	0	0	1,500	1,449
SpO 2: Development in the North 688-005-01															
	Bilateral	4,900	2,569	150	381							1,700	100	3,500	2,842
	Field Spt	0													
		4,900	2,569	150	381	0	0	0	0	0	0	1,700	100	3,500	2,842
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		50,259	5,768	4,150	7,759	400	11,483	6,083	300	3,700	1,000	6,696	2,920	46,150	34,543
Total Field Support		2,850	0	0	400	0	2,350	0	0	0	0	100	0	1,850	2,850
<b>TOTAL PROGRAM</b>		<b>53,109</b>	<b>5,768</b>	<b>4,150</b>	<b>8,159</b>	<b>400</b>	<b>13,833</b>	<b>6,083</b>	<b>300</b>	<b>3,700</b>	<b>1,000</b>	<b>6,796</b>	<b>2,920</b>	<b>48,000</b>	<b>37,393</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	9,918
Democracy	2,920
HCD	8,559
PHN	24,916
Environment	6,796
Program ICASS	440
GCC (from all Goals)	1,000

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	18,952
Dev. Assist ICASS	290
Dev. Assist Total:	19,242
CSD Program	33,717
CSD ICASS	150
CSD Total:	33,867

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the

**FY 2002 Budget Request by Program: DA and CSD**

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: USAID/Mali  
 Approp: DFA and CSD  
 Scenario: om USAID/Mali

S.O. # , Title		FY 2002 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002
	Bilateral/Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: Improved Social Behavior Among Youth 688-001-01															
	Bilateral	13,916			2,500	200	7,133	2,083	300	700	1,000			20,451	0
	Field Spt	0												2,750	0
		13,916	0	0	2,500	200	7,133	2,083	300	700	1,000	0	0	23,201	0
SO 2: Increased Value-Added of Specific Economic Sectors of National Income 688-002-01															
	Bilateral	0												6,123	0
	Field Spt	0												100	0
		0	0	0	0	0	0	0	0	0	0	0	0	6,223	0
SO 3: Community Organizations in Target Communes are Effective Partners in Democratic Governance 688-003-01															
	Bilateral	0												3,678	0
	Field Spt	0												0	0
		0	0	0	0	0	0	0	0	0	0	0	0	3,678	0
SpO 1: Improved Access to, and Facilitated Use of, Information 688-004-01															
	Bilateral	0												1,449	0
	Field Spt	0												0	0
		0	0	0	0	0	0	0	0	0	0	0	0	1,449	0
SpO 2: Development in the North 688-005-01															
	Bilateral	1,181	150	150	381							400	100	2,000	842
	Field Spt	0												0	0
		1,181	150	150	381	0	0	0	0	0	0	400	100	2,000	842
SO 4: Health and Education for Youth 688-006-01															
	Bilateral	7,900			2,000	200	1,500	2,700	300	1,000	200			0	7,900
	Field Spt	3,250			900		2,350							0	3,250
		11,150	0	0	2,900	200	3,850	2,700	300	1,000	200	0	0	0	11,150
SO 5: Sustainable Economic Growth 688-005-01															
	Bilateral	10,900	2,000	4,000								4,900		0	10,900
	Field Spt	100										100		0	100
		11,000	2,000	4,000	0	0	0	0	0	0	0	5,000	0	0	11,000
SO 6: Democratic Governance 688-006-01															
	Bilateral	4,000		1,000									3,000	0	4,000
	Field Spt	0												0	0
		4,000	0	1,000	0	0	0	0	0	0	0	0	3,000	0	4,000
Total Bilateral		37,897	2,150	5,150	4,881	400	8,633	4,783	600	1,700	1,200	5,300	3,100	33,701	23,642
Total Field Support		3,350	0	0	900	0	2,350	0	0	0	0	100	0	2,850	3,350
<b>TOTAL PROGRAM</b>		<b>41,247</b>	<b>2,150</b>	<b>5,150</b>	<b>5,781</b>	<b>400</b>	<b>10,983</b>	<b>4,783</b>	<b>600</b>	<b>1,700</b>	<b>1,200</b>	<b>5,400</b>	<b>3,100</b>	<b>36,551</b>	<b>26,992</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	7,300
Democracy	3,100
HCD	6,181
PHN	19,266
Environment	5,400
Program ICASS	450
GCC (from all Goals)	1,000

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	27,033
Dev. Assist ICASS	300
Dev. Assist Total:	27,333
CSD Program	14,064
CSD ICASS	150
CSD Total:	14,214

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account





Workforce Tables

Org USAID/Mali End of year On-Board  <b>FY 2000 Estimate</b>	SO 1	SO 2	SO 3	WARP	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	2	2	1	3				8	4	1	1	1		2	9	17
Other U.S. Citizens								0		2	1				3	3
FSN/TCN Direct Hire								0		4	1	1			6	6
Other FSN/TCN	2	1		2				5	6	14	38	4		2	64	69
Subtotal	4	3	1	5	0	0	0	13	10	21	41	6	0	4	82	95
<b>Program Funded 1/</b>																
U.S. Citizens				2		1		3						1	1	4
FSNs/TCNs	10	6	6	1		3	4	30							0	30
Subtotal	10	6	6	3	0	4	4	33	0	0	0	0	0	1	1	34
Total Direct Workforce	14	9	7	8	0	4	4	46	10	21	41	6	0	5	83	129
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	14	9	7	8	0	4	4	46	10	21	41	6	0	5	83	129



Workforce Tables

Org USAID/Mali End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Estimate</b>	SO 1	SO 2	SO 3	WARP	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	2	1	1	3				7	4	1	1	1		2	9	16
Other U.S. Citizens								0		2	1				3	3
FSN/TCN Direct Hire								0		3	1	1			5	5
Other FSN/TCN	2	1		2				5	6	15	38	4		2	65	70
Subtotal	4	2	1	5	0	0	0	12	10	21	41	6	0	4	82	94
<b>Program Funded 1/</b>																
U.S. Citizens					2		1	3						1	1	4
FSNs/TCNs	10	6	6	1		3	4	30							0	30
Subtotal	10	6	6	3	0	4	4	33	0	0	0	0	0	1	1	34
Total Direct Workforce	14	8	7	8	0	4	4	45	10	21	41	6	0	5	83	128
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	14	8	7	8	0	4	4	45	10	21	41	6	0	5	83	128



Workforce Tables

Org USAID/Mali End of year On-Board  <b>FY 2002 Estimate</b>	SO 1	SO 2	SO 3	WARP	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	2	1	1	3				7	4	1	1	1		2	9	16
Other U.S. Citizens								0		2	1				3	3
FSN/TCN Direct Hire								0		3	1	1			5	5
Other FSN/TCN	2	1		2				5	6	15	38	4		2	65	70
Subtotal	4	2	1	5	0	0	0	12	10	21	41	6	0	4	82	94
<b>Program Funded 1/</b>																
U.S. Citizens				2		1		3						1	1	4
FSNs/TCNs	10	6	6	1		3	4	30							0	30
Subtotal	10	6	6	3	0	4	4	33	0	0	0	0	0	1	1	34
Total Direct Workforce	14	8	7	8	0	4	4	45	10	21	41	6	0	5	83	128
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	14	8	7	8	0	4	4	45	10	21	41	6	0	5	83	128

**FY 2000-FY 2003 USDH Staffing Requirements by Backstop**

# USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: Mali and West Africa Regional Program

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
<b>Senior Management</b>				
<b>SMG - 01</b>	3	3	3	3
<b>Program Management</b>				
<b>Program Mgt - 02</b>	1	1	1	1
<b>Project Dvpm Officer - 94</b>	1	1	1	1
<b>Support Management</b>				
<b>EXO - 03</b>	2	1	1	1
<b>Controller - 04</b>	1	1	1	1
<b>Legal - 85</b>				
<b>Commodity Mgt. - 92</b>				
<b>Contract Mgt. - 93</b>	1	1	1	1
<b>Secretary - 05 &amp; 07</b>	0	0	0	0
<b>Sector Management</b>				
<b>Agriculture - 10 &amp; 14</b>	2	1	1	1
<b>Economics - 11</b>	1	1	1	1
<b>Democracy - 12</b>	1	1	1	1
<b>Food for Peace - 15</b>	2	2	2	2
<b>Private Enterprise - 21</b>	0	0	0	0
<b>Engineering - 25</b>	0	0	0	0
<b>Environment - 40 &amp; 75</b>	1	1	1	1
<b>Health/Pop. - 50</b>	1	1	1	1
<b>Education - 60</b>	0	0	0	0
<b>General Dvpm. - 12*</b>	1	1	1	1
<b>RUDO, UE-funded - 40</b>	0	0	0	0
<b>Total</b>	<b>18</b>	<b>16</b>	<b>16</b>	<b>16</b>

**\*GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDIs**: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth.Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

**FY 2000-FY 2002 Overseas Mission Budget**



**OPERATING EXPENSES**

<b>Org. Title: USAID/Mali</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 688</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	73.7	0	73.7	77.4	0	77.4	81.2	0	81.2
	Subtotal OC 11.1	73.7	0	73.7	77.4	0	77.4	81.2	0	81.2
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	0.4	0	0.4	0.4	0	0.4	0.4	0	0.4
	Subtotal OC 11.5	0.4	0	0.4	0.4	0	0.4	0.4	0	0.4
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	257.5	0	257.5	225.4	0	225.4	238.4	0	238.4
11.8	FN PSC Salaries	459.4	0	459.4	592.9	0	592.9	616	0	616
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	716.9	0	716.9	818.3	0	818.3	854.4	0	854.4
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	145.1	0	145.1	122.5	0	122.5	173.5	0	173.5
12.1	Cost of Living Allowances	26	0	26	26	0	26	26	0	26
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	24.7	0	24.7	27.5	0	27.5	26.8	0	26.8
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	5.4	0	5.4	5.6	0	5.6	5.9	0	5.9
12.1	Other FNDH Benefits	58.3	0	58.3	59.3	0	59.3	60.7	0	60.7
12.1	US PSC Benefits	68.6	0	68.6	23.1	0	23.1	28.3	0	28.3
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	26.1	0	26.1	27.4	0	27.4	28.8	0	28.8
12.1	Other FN PSC Benefits	120.5	0	120.5	171.4	0	171.4	176.7	0	176.7
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	474.7	0	474.7	462.8	0	462.8	526.7	0	526.7

**OPERATING EXPENSES**

<b>Org. Title: USAID/Mali</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 688</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	70	0	70	80	0	80	80	0	80
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	24	0	24	31	0	31	28	0	28
21.0	Assignment to Washington Travel	12.5	0	12.5	0	0	0	6	0	6
21.0	Home Leave Travel	17	0	17	37	0	37	41	0	41
21.0	R & R Travel	28	0	28	27	0	27	36	0	36
21.0	Education Travel	9	0	9	12	0	12	12	0	12
21.0	Evacuation Travel	40	0	40	30	0	30	30	0	30
21.0	Retirement Travel	5	0	5	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	65	0	65	80	0	80	80	0	80
21.0	Site Visits - Mission Personnel	130	0	130	260	0	260	260	0	260
21.0	Conferences/Seminars/Meetings/Retreats	70	0	70	80	0	80	80	0	80
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	0	0	0	0	0	0	0	0	0
	Subtotal OC 21.0	470.5	0	470.5	637	0	637	653	0	653
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	224	0	224	160	0	160	192	0	192
22.0	Home Leave Freight	49	0	49	58.5	0	58.5	56.5	0	56.5
22.0	Retirement Freight	32	0	32	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	33		33	42	0	42	40	0	40

**OPERATING EXPENSES**

<b>Org. Title: USAID/Mali</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 688</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.	17		17	18	0	18	20	0	20
	Subtotal OC 22.0	355	0	355	278.5	0	278.5	308.5	0	308.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	119	0	119	119	0	119	119	0	119
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Residences	131	0	131	128.7	0	128.7	134.7	0	134.7
	Subtotal OC 23.2	250	0	250	247.7	0	247.7	253.7	0	253.7
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	69.5	0	69.5	75	0	75	80	0	80
23.3	Residential Utilities	130	0	130	140	0	140	150	0	150
23.3	Telephone Costs	54	0	54	60	0	60	60	0	60
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing	0	0	0	0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0
23.3	Courier Services	10.8	0	10.8	11	0	11	11	0	11
	Subtotal OC 23.3	264.3	0	264.3	286	0	286	301	0	301
24.0	Printing and Reproduction	0	0	0	0	0	0	0	0	0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	50	0	50	52	0	52	54	0	54
25.2	Residential Security Guard Services	94.9	0	94.9	86.5	0	86.5	93.3	0	93.3
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	2.5	0	2.5	5	0	5	5	0	5
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title: USAID/Mali</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>	<b>688</b>	<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	2.1	0	2.1	2.1	0	2.1	2.1	0	2.1
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	110	0	110	116.9	0	116.9	122.2	0	122.2
25.2	Staff training contracts	54	0	54	63	0	63	63	0	63
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2	313.5	0	313.5	325.5	0	325.5	339.6	0	339.6
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	800	0	800	850	0	850	875	0	875
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.3	800	0	800	850	0	850	875	0	875
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	80	0	80	90	0	90	90	0	90
25.4	Residential Building Maintenance	39	0	39	40	0	40	40	0	40
	Subtotal OC 25.4	119	0	119	130	0	130	130	0	130
25.6	Medical Care	10	0	10	10	0	10	10	0	10
	Subtotal OC 25.6	10	0	10	10	0	10	10	0	10
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	26	0	26	26	0	26	26	0	26
25.7	Storage Services	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	82.2	0	82.2	82.2	0	82.2	82.2	0	82.2
25.7	Vehicle Repair and Maintenance	48.6	0	48.6	65	0	65	68	0	68
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0
	Subtotal OC 25.7	156.8	0	156.8	173.2	0	173.2	176.2	0	176.2
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title: USAID/Mali</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 688</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
26.0	Supplies and materials	121	0	121	150	0	150	155	0	155
	Subtotal OC 26.0	121	0	121	150	0	150	155	0	155
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	110.6	0	110.6	96.7	0	96.7	128.5	0	128.5
31.0	Purchase of Office Furniture/Equip.	95.3	0	95.3	211.3	0	211.3	105.9	0	105.9
31.0	Purchase of Vehicles	30	0	30	160.4	0	160.4	2.5	0	2.5
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	76.3	0	76.3	106.8	0	106.8	109.8	0	109.8
31.0	ADP Software purchases	0	0	0	0	0	0	0	0	0
	Subtotal OC 31.0	312.2	0	312.2	575.2	0	575.2	346.7	0	346.7
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	12	0	12	0	0	0	0	0	0
	Subtotal OC 32.0	12	0	12	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0
<b>TOTAL BUDGET</b>		<b>4450</b>	<b>0</b>	<b>4450</b>	<b>5022</b>	<b>0</b>	<b>5022</b>	<b>5001.4</b>	<b>0</b>	<b>5001.4</b>

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

1999

2328.8

2326.2

**Exchange Rate Used in Computations**

650 \_\_\_\_\_

650 \_\_\_\_\_

650 \_\_\_\_\_

**\*\***

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

31.5

33

34.7

## **Foreign National Voluntary Separation Account**

Organization Mali

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	31.5	13.1	44.6	33.0	13.8	46.8	34.7	14.5	49.2
Withdrawals	23.9	0.0	23.9	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      650.0                      650.0                      650.0

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      650.0                      650.0                      650.0

**FY 2000–FY 2002 Controllers Mission Budget**



**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No:</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	48.6	0	48.6	51.1	0	51.1	53.6	0	53.6
	Subtotal OC 11.1	48.6	0	48.6	51.1	0	51.1	53.6	0	53.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0	0	0	0	0	0	0	0	0
11.5	FNDH	0.4	0	0.4	0.4	0	0.4	0.4	0	0.4
	Subtotal OC 11.5	0.4	0	0.4	0.4	0	0.4	0.4	0	0.4
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	198.5	0	198.5	146	0	146	154.8	0	154.8
11.8	FN PSC Salaries	78.1	0	78.1	100.8	0	100.8	104.7	0	104.7
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0
	Subtotal OC 11.8	276.6	0	276.6	246.8	0	246.8	259.5	0	259.5
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	0	0	0	0	0	0	0	0	0
12.1	Cost of Living Allowances	1.4	0	1.4	1.4	0	1.4	1.4	0	1.4
12.1	Home Service Transfer Allowances	0	0	0	0	0	0	0	0	0
12.1	Quarters Allowances	0	0	0	0	0	0	0	0	0
12.1	Other Misc. USDH Benefits	0.4	0	0.4	0	0	0	0.7	0	0.7
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	3.6	0	3.6	3.7	0	3.7	3.9	0	3.9
12.1	Other FNDH Benefits	38.5	0	38.5	39.1	0	39.1	40.1	0	40.1
12.1	US PSC Benefits	61.2	0	61.2	40.1	0	40.1	13.8	0	13.8
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	4.4	0	4.4	4.7	0	4.7	4.9	0	4.9
12.1	Other FN PSC Benefits	20.5	0	20.5	29.1	0	29.1	30	0	30
12.1	IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0
	Subtotal OC 12.1	130	0	130	118.1	0	118.1	94.8	0	94.8

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>USAID/Mali Office of Financial Management</b>			<b>Overseas Mission Budgets</b>					
<b>Org. No:</b>		<b>688</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>		
<b>OC</b>					<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0	0	0	0	0	0	0	0	0
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	14	0	14	16	0	16	16	0	16
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	3	0	3	0	0	0	3	0	3
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	0	0	0	0	0	0	3	0	3
21.0	R & R Travel	0	0	0	2	0	2	0	0	0
21.0	Education Travel	0	0	0	0	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	5	0	5	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0	0	0	0	0	0	0	0	0
21.0	Site Visits - Mission Personnel	6.5	0	6.5	13	0	13	13	0	13
21.0	Conferences/Seminars/Meetings/Retreats	3.5	0	3.5	3.5	0	3.5	3.5	0	3.5
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	0	0	0	0	0	0	0	0	0
Subtotal OC 21.0		32	0	32	34.5	0	34.5	38.5	0	38.5
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	32	0	32	0	0	0	32	0	32
22.0	Home Leave Freight	0	0	0	0	0	0	2	0	2
22.0	Retirement Freight	32	0	32	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	6.6	0	6.6	8.4	0	8.4	8	0	8

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>USAID/Mali Office of Financial Management</b>			<b>Overseas Mission Budgets</b>					
<b>Org. No:</b>		<b>688</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>		
<b>OC</b>					<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.				0.9	0	0.9	0.9	0	0.9
	Subtotal OC 22.0				71.5	0	71.5	9.3	0	9.3
23.2	Rental payments to others				Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space				23.8	0	23.8	23.8	0	23.8
23.2	Rental Payments to Others - Warehouse Space				0	0	0	0	0	0
23.2	Rental Payments to Others - Residences				12	0	12	12	0	12
	Subtotal OC 23.2				35.8	0	35.8	35.8	0	35.8
23.3	Communications, utilities, and miscellaneous charges				Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities				13.9	0	13.9	15	0	15
23.3	Residential Utilities				6.5	0	6.5	7	0	7
23.3	Telephone Costs				10.8	0	10.8	12	0	12
23.3	ADP Software Leases				0	0	0	0	0	0
23.3	ADP Hardware Lease				0	0	0	0	0	0
23.3	Commercial Time Sharing				0	0	0	0	0	0
23.3	Postal Fees (Other than APO Mail)				0	0	0	0	0	0
23.3	Other Mail Service Costs				0	0	0	0	0	0
23.3	Courier Services				2.1	0	2.1	2.1	0	2.1
	Subtotal OC 23.3				33.3	0	33.3	36.1	0	36.1
24.0	Printing and Reproduction				0	0	0	0	0	0
	Subtotal OC 24.0				0	0	0	0	0	0
25.1	Advisory and assistance services				Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations				0	0	0	0	0	0
25.1	Management & Professional Support Services				0	0	0	0	0	0
25.1	Engineering & Technical Services				0	0	0	0	0	0
	Subtotal OC 25.1				0	0	0	0	0	0
25.2	Other services				Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards				10	0	10	1.4	0	1.4
25.2	Residential Security Guard Services				4.7	0	4.7	4.3	0	4.3
25.2	Official Residential Expenses				0	0	0	0	0	0
25.2	Representation Allowances				0	0	0	0	0	0
25.2	Non-Federal Audits				0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>USAID/Mali Office of Financial Management</b>			<b>Overseas Mission Budgets</b>					
<b>Org. No:</b>		<b>688</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>		
<b>OC</b>					<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations				0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees				0.4	0	0.4	0.4	0	0.4
25.2	Vehicle Rental				0	0	0	0	0	0
25.2	Manpower Contracts				0	0	0	0	0	0
25.2	Records Declassification & Other Records Services				0	0	0	0	0	0
25.2	Recruiting activities				0	0	0	0	0	0
25.2	Penalty Interest Payments				0	0	0	0	0	0
25.2	Other Miscellaneous Services				22	0	22	23.4	0	23.4
25.2	Staff training contracts				2	0	2	2	0	2
25.2	ADP related contracts				0	0	0	0	0	0
Subtotal OC 25.2					39.1	0	39.1	31.5	0	31.5
25.3	Purchase of goods and services from Government accounts				Do not enter data on this line			Do not enter data on this line		
25.3	ICASS				40	0	40	42.5	0	42.5
25.3	All Other Services from Other Gov't. accounts				0	0	0	0	0	0
Subtotal OC 25.3					40	0	40	42.5	0	42.5
25.4	Operation and maintenance of facilities				Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance				16	0	16	18	0	18
25.4	Residential Building Maintenance				2	0	2	2	0	2
Subtotal OC 25.4					18	0	18	20	0	20
25.6	Medical Care				0	0	0	0	0	0
Subtotal OC 25.6					0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods				Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs				5.2	0	5.2	5.2	0	5.2
25.7	Storage Services				0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance				16.4	0	16.4	16.4	0	16.4
25.7	Vehicle Repair and Maintenance				9.7	0	9.7	9.7	0	9.7
25.7	Residential Furniture/Equip. Repair and Maintenance				0	0	0	0	0	0
Subtotal OC 25.7					31.3	0	31.3	31.3	0	31.3
25.8	Subsistence & spt. of persons (by contract or Gov't.)				0	0	0	0	0	0
Subtotal OC 25.8					0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title:</b>		<b>USAID/Mali Office of Financial Management</b>			<b>Overseas Mission Budgets</b>					
<b>Org. No:</b>		<b>688</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>		
<b>OC</b>					<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
26.0	Supplies and materials				24.2	0	24.2	30	0	30
	Subtotal OC 26.0				24.2	0	24.2	30	0	30
31.0	Equipment				Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.				5.5	0	5.5	4.8	0	4.8
31.0	Purchase of Office Furniture/Equip.				19.1	0	19.1	42.3	0	42.3
31.0	Purchase of Vehicles				0	0	0	32.1	0	32.1
31.0	Purchase of Printing/Graphics Equipment				0	0	0	0	0	0
31.0	ADP Hardware purchases				15.3	0	15.3	21.4	0	21.4
31.0	ADP Software purchases				0	0	0	0	0	0
	Subtotal OC 31.0				39.9	0	39.9	100.6	0	100.6
32.0	Lands and structures				Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)				0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings				0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office				0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential				0	0	0	0	0	0
	Subtotal OC 32.0				0	0	0	0	0	0
42.0	Claims and indemnities				0	0	0	0	0	0
	Subtotal OC 42.0				0	0	0	0	0	0
<b>TOTAL BUDGET</b>					<b>820.7</b>	<b>0</b>	<b>820.7</b>	<b>788</b>	<b>0</b>	<b>788</b>

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

367.8

385.3

423.9

**Exchange Rate Used in Computations**

650 \_\_\_\_\_

650 \_\_\_\_\_

650 \_\_\_\_\_

\*\*

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

8

8.4

8.8

**FY 2001-FY 2002 Field support and Buy-ins**

# Accessing Global Bureau Services Through Field Support and Buy-Ins

## USAID/Mali

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
Youth SO1	BASICS II 936-6006.01	medium-high	3 years		400,000		400,000
Youth SO1	Central Contraceptive Procurement 936-3057	high	3 years		2,000,000		2,000,000
Youth SO1	FPLM II 936-3089.01	medium-high	3 years		150,000		150,000
Youth SO1	PRIME II 936-3093.01	medium-high	3 years		200,000		200,000
Sustainable Econ Growth SO2	IPM/CRSP 936-4196	medium-high	3 years		100,000		100,000
<b>GRAND TOTAL.....</b>					2,850,000		2,850,000

## **Annex B: Supplemental Information Annexes**

### **1. Strategic Objective Performance Parameters:**

- **Youth SO1 -** **Government of Mali Progress in the Implementation of the Ten Year Plans for Health and Education**
- **Sustainable Economic Growth SO2 -** **Measuring the Effects of SEG Programs On People: The “Human Face” of SEG Interventions**
- **Democratic Governance SO3 -** **Update on Decentralization Reform in Mali**

### **2. Policy Agenda:**

#### **YOUTH SO 1 POLICY AGENDA**

##### **Youth SO Policy Reform Diagnosis**

- 1. Sustainable Contraceptive Distribution System**
- 2. Decentralized Health Care Management: Domain of Health, Decentralization, or Both?**
- 3. Assess to Quality Services: Supervision**
- 4. National Policy and Strategy to Promote and Support Community Schools in Mali**
- 5. Comprehensive Policy to Upgrade and Regularize Teaching Profession**
- 6. Policy on Textbook Production/Distribution to be Finalized and Adopted**
- 7. Policy and Strategy to Promote National Consensus on Issues of Language, Approach, Content and Outcomes**
- 8. National Strategy to Promote Girls’ Education**

#### **SUSTAINABLE ECONOMIC GROWTH SO2 POLICY AGENDA**

##### **SEG SO Policy Reform Diagnosis**

- 1. Production:**
- 2. Processing**
- 3. Marketing**
- 4. Financial Services**

#### **DEMOCRACY GOVERNANCE SO3 POLICY AGENDA**

##### **DG SO Policy Reform Diagnosis**

- 1. The Cooperative Law**
- 2. The PRODEC Policy**
- 3. Decentralization Reform**
- 4. Conclusion**

#### **INFORMATION AND COMMUNICATION SPO1 POLICY AGENDA**

##### **Info/Communication SpO1 Policy Reform Diagnosis**

- 1. Reduction of Customs Duties on Computer Equipment**
- 2. Privatization of SOTELMA**

#### **NORTH SPO2 POLICY REFORM AGENDA**

##### **North SpO2 Policy Reform Diagnosis: Strengthening and Sustaining Security in the North**

### **3. Training Programs**

### **4. Program Synergies**



## 1. Strategic Objective Performance Parameters

### Youth SO1 - Government of Mali Progress in the Implementation of the Ten Year Plans for Health and Education

The Government of Mali (GRM) ten year plans (1998-2007) for health (PDDSS) and education (PRODEC) were formally presented to donors in June 1998. The Youth SO program activities fall almost entirely within these plans, and to some degree will depend on GRM implementation of the institutional reforms and policy changes envisioned therein (and the implementation of decentralization). We present here progress to date for these two plans and identify specific issues that must be resolved if USAID (and other donors) are to most effectively contribute to development in these two sectors.

#### **PRODEC:**

Progress in implementing the ambitious ten-year plan to reform the entire education system (from preschool to university) has been slow. The law for implementing PRODEC was finally passed by the National Assembly in December 1999. The IBRD continues working with the Ministry of Education to complete a financial plan to establish how the major components of the plan could be financed. These recommendations, however, require shifting resources from secondary and higher education to basic education, mainly by reducing scholarships and limiting enrollment of secondary and higher education students. This entails tough political decisions and actions that have yet to be made. As a result, IBRD funding to implement PRODEC remains in question.

The two previous education ministries were combined into one Ministry of Education (MOE) in February 2000, but continues to have difficulties coordinating with the technical unit (attached to the Prime Minister's office) that is responsible for organizing initial PRODEC implementation. Overall, there is a sense that information is overly concentrated among the few members of this unit, and there are complaints from many people (who should be involved) that they are not kept informed. As a result, the massive participation and coordination that such a grand undertaking require are not yet present. A further complication--which is also an opportunity for decentralized development--are the ambiguities surrounding implementation of decentralization. The actual mechanisms, and clear understanding of roles, responsibilities, and authorities under decentralization, are evolving concurrently with PRODEC mechanisms.

#### **PDDSS:**

Most pertinent for health reform is progress under **PRODESS**, the first five year (1998-2002) investment plan underway. PRODESS implementation, formally launched in March 1999, is encountering difficulties. Implementation structures and tools, including the PRODESS procedures manual, mechanisms for accessing funds for operational-level activities, and monitoring/evaluation mechanisms have only just been introduced at the regional level. As such, implementation procedures are only now being tested. There are concerns among health program managers over new financial approval and disbursement mechanisms, which call for the centralization of accounts and authorization for funds release by structures of the Ministry of Finance (previously not involved in the process). Issues related to the channeling of funds through a common account in the midst of a wide range of donor requirements have not been resolved. Related, donor coordination mechanisms continue to be informal, i.e., among donors only. The Ministry of Health (MOH), just reorganized in February 2000, has not been a proactive coordinator of implementing partners. Institutional reform revolving around the development and approval of new texts for the primary MOH implementing structure for PRODESS has not advanced.

**Microfinance:**

The SEG program currently supports six microfinance programs implemented through cooperative agreements with World Education, Save the Children, Plan International, and Freedom from Hunger. There are currently 69,000 people participating in these programs and approximately 90% are women. Over this past year, these SEG-supported institutions increased lending to their clientele by 50% over the previous year's level to a new level of \$3.79 million, also expanding the number of loans by 81%. Additionally, the amount of savings mobilized among these groups increased by 65% to \$1.1 million. Of major importance, the level of financial self-sufficiency attained by these microfinance institutions increased from 33% to 49% over the past year. This positive growth in financial self-sufficiency is considered to be a fundamental requirement for the sustainability of these institutions.

Loan sizes of SEG-supported institutions range from \$14 to over \$1,400. Thus, the program supports a range of microenterprises. Enterprise growth made possible by these microfinance programs enable women of varying education, skills, and size of business to actively participate in the Malian economy. Types of enterprises include: marketing of fruits and vegetables, charcoal making, sewing, operating small retailing stores, and agricultural processing such as juice and herb production and sale. The microfinance programs supported by SEG have enabled many Malian women to make positive economic progress in their lives.

**Sustainable Natural Resources Management (NRM):**

Conserving the natural resource base in Mali is a major challenge and is fundamental for the sustainability of agricultural production, which is the basis of the Malian economy. The NRM indicators tracked this year show that the number of farm households in the Upper Valley of the Niger River zone (OHVN) adopting NRM technologies increased by 7% from 26,000 to 27,918 farm households (approximately 200,000 people). These farms represent about 67% of the total number of farms in the OHVN zone. Techniques include; planting vegetative bands, installation of rock contour dikes, and contour plowing to inhibit soil erosion, organic mulching and manuring, composting, crop rotations and end-of-season plowing to enhance soil fertility. The SEG program recently completed an economic impact assessment of its NRM interventions in the OHVN. The assessment indicates that yields in all crops are increasing for farmers adopting NRM intensification methods, farmers are unanimous that life is better now than 10 years ago, and farmers are optimistic about the future.

The assessment also pointed out the many ingredients that contributed to this success. The program has a strong focus on youth for disseminating new NRM technologies. A community approach to implementation is being used for better planning of interventions and for working as a team. A demonstration effect was clearly discernable by working closely with model farmers and more progressive villages. Complementary training in literacy, technical skills, community organization and management is vital for accelerating the adoption process. Additionally, an array of support services in agricultural extension, credit, infrastructure development, and marketing is facilitating the process. There is also clear evidence that the tide of young men leaving the villages in search of wage labor in the coastal cities has been stemmed due to the income generating opportunities now available.

Another example of how SEG promotes enhanced and more sustainable environmental and NRM practices through economic opportunities is through a grant to Enterprise Works Worldwide (EWW) (formerly Appropriate Technologies International). EWW has sold over 10,000 ceramic-lined stoves in the past year, saving 30% of the charcoal used by the common metal stove per meal cooked. This has led to savings of \$462 per year and yielding a monetary benefit to Malian consumers of approximately \$1.1 million during the useful life of the stoves. Household data also show that two-thirds of these savings are retained by women and used within the household, mostly for better food preparation. Finally, the estimated reduction of CO2 emissions due to the stoves sold and used during this period was 13,706 metric tons. Also, it is estimated that 1,603 hectares of forest were saved.

**Rice Production:**

Since the liberalization of the marketing of paddy-rice, a number of private milling enterprises have emerged (since 1996 publicly owned mills have been privatized). There is now a thriving small-scale rice milling industry in the Office du Niger zone composed of nearly 700 small mills; about 30% of these mills are owned by women. During the milling season, the net monthly income generated by the operation of a small mill is approximately \$510. Policy reforms promoted by USAID/Mali and other donors involved in the rice subsector led to this increased value-added processing and marketing, created new employment opportunities, and increased incomes for farmers who are now investing in irrigation and milling. The larger industrial mills are now operating at low capacity due to the competition created by the small rice milling industry owned and operated by farmers.

Based on a sample survey of Office du Niger farmers, other impacts have been observed. All sample villages indicate that they are now food self-sufficient and have higher levels of income. The increased income has helped a village construct a health clinic and renovate a school. One village has been able to repay a delinquent loan of \$2,200. There is clear evidence that fewer young men are leaving the villages. Also, data from the SEG-supported Delta Agricultural Development activity implemented through a grant to CARE indicates that revenue per hectare of rice in the Djénne zone is over \$150. This amount translates to about \$600 per household.

**Child Malnutrition:**

The SEG and Youth programs continue to investigate the links between agricultural growth and child nutrition with the hope of identifying effective remedial interventions. One of the major obstacles to conducting the research is the lack of data combining health and nutrition with agricultural productivity at the household level. A first round of data analysis of important variables for improving nutrition indicates that: a) increased market efficiency has reduced margins making cereals less expensive than they would otherwise be; b) growth in agriculture and improved market efficiency has contributed to increases in rural incomes for some but not all producers; c) increases in household income are positively but weakly associated with improved nutrition status of children; d) total household income and not agricultural income is most likely to show nutritional impact; and e) women's income has a positive impact on nutritional status during the hungry season. An overall conclusion of this analysis is that, because of differences in sample populations, it is not clear that child nutrition is actually deteriorating. However, evidence indicates poor health and nutrition are serious problems for many young children in Mali.

While the first round of data analysis is somewhat inconclusive, SEG and Youth will continue to work with counterpart organizations to improve data collection and dissemination among GRM ministries, donor agencies, and on-governmental organizations to improve the understanding of the underlying factors that contribute to better health and nutrition.

**Market Information:**

The SEG-supported agricultural market information system now provides price and quantity information in 64 (24 producers, 10 wholesale, and 30 consumer) markets on a daily basis countrywide. Information collection and dissemination are done through 16 local market data collection units. Agricultural market information is widely disseminated throughout the country via ten private radio stations and two newspapers. Weekly broadcasts of market information are also done on national television. The system has increased market efficiency, assisted both large and small grain traders and promoted a much larger degree of competition in markets throughout the country. Smaller grain traders indicate that real time knowledge of prices and supplies of grain in markets of interest have improved their negotiating position with larger traders. Likewise, the larger grain traders are better able to plan marketing strategies and direct supplies to areas where prices are more lucrative. The GRM is also better able to monitor food supplies throughout Mali for food security purposes.

**Rural Organization Capacity Building:**

Through a grant to the Cooperative League of the United States of America (CLUSA), the SEG program provides training and organizational capacity building activities (management training, advisory services, public advocacy training, market information, post-literacy) to rural organizations throughout Mali. Currently, the CLUSA program delivers training and advisory services to 252 village-based businesses and 84 community organizations. These businesses and organizations directly affect the lives of 300,000 Malians. Since its inception, the CLUSA program has delivered over 525 management and organizational development training sessions. Eighteen percent of all training participants are women. Businesses and community organizations controlled and managed by women accounted for nearly 20% of all participating businesses and organizations.

According to CLUSA's reporting data for 1999, 47% or 159 client groups engaged in 268 commercial activities during this past year. Banks, savings and loans, and donors lent \$470,464 to these groups. Nearly \$84,991 in gross profit was generated, as well as \$164,436 in savings and capital. CLUSA and its client groups have emerged as influential actors in livestock and cereals marketing. Six livestock export markets receiving CLUSA support had combined exports equal to 78% of their 1998 total during the first six months of 1999. Baseline cereals marketing businesses had combined sales volume equal to 90% of their 1998 total during the first six months and an increase of 9.5% in sales revenue. Seventeen new or revitalized cereals marketing businesses sold 183 metric tons in domestic markets. Nearly 1,200 new entrepreneurs, of which 389 were women, had secured 31.6 million FCFA in credit through non-bank financial institutions, and nine women-owned livestock fattening operations are preparing to register their businesses with the appropriate regulatory bodies.

## **Democratic Governance SO3 - Update on Decentralization Reform in Mali**

The local elections for the 682 new communes were held respectively on May 2, 1999 for the regions of Kayes, Ségou and Koulikoro and on June 8, 1999 for the northern regions of Mopti, Tombouctou, Gao and Kidal. Those communal elections were found to be fair and transparent by the observers. The reason why the government decided to hold them sequentially was to better cope with the technical and material challenges. To date, planned decentralized communal authorities are in place: communal councils, communal mayors, the regional geographic division called "Circle" councils and their respective boards have been established. Additionally, all the State representatives who will assist and/or control the actions of the local communities have been appointed. They are known as *délégués du gouvernement*.

Regarding the transfer of financial resources to the new communes, the government has already reserved more than \$ 3 million to help them get started. This money will be allocated according to some set criteria. Moreover, the government has recently drafted a law defining the investment mechanism in the new communes. A parastatal entity known as *Agence Nationale pour l'Investissement des Collectivités Territoriales* (ANICT) will be responsible for implementing this mechanism. In terms of human resources provision, the Mission for Decentralization and Institutional Reform (MDRI) has already trained about 700 young graduates in communal administration and management. The new communes will recruit those young graduates and use them as their General Secretaries. It is also expected that the new communes will be provided with tax managers.

With regard to implementation of decentralization reforms, the major responsibilities of the MDRI will be shifted to a new unit called the *Direction Nationale des Collectivités Territoriales*. That unit is affiliated to the new Ministry of Territorial Administration and Local Communities. The mandate of the MDRI will then consist of monitoring, and evaluating the government's on-going decentralization reform process and coordinating related institutional reform efforts. The objective of this reform process is to redefine the role and mission of the ministries to meet the new democracy and decentralization requirements. One of the major components of that reform is the deconcentration of services from all the existing ministries to operate within the perspective of the decentralization process. A policy document on the reform process is being developed and will be submitted to development partners this year for review.

In conclusion, we can affirm that the decentralization reform process is progressing in Mali. The organization of the elections in the 682 new communes, the establishment of communal councils, mayors, and communal boards along with the establishment of the Circle councils and boards constitute a major stage in the implementation of the reform. In addition, the on-going progress in operationalization of the institutional reform program and the initiatives to facilitate the transfer of financial and human resources to the new communes are evidence of the government's political commitment to the decentralization process.

### **DG Success Stories**

#### **Increasing Farmers' Income:**

"Le Casier de Syn", a rice growers association in Djenné, is a supra-village association composed of 16 Villages. This association benefited from a series of democratic governance training exercises conducted by CARE-Mali under the DG program. The authorities of a parastatal organization, ORM (Operation Riz de Mopti – Mopti Rice operation office-), decided to increase certain water user fees (from \$23 to \$32.36 per hectare), adding to production costs. Rice growers of the Syn area were against the new decision and through their association, they lobbied the ORM to cancel the increase. After a successful advocacy campaign, ORM cancelled the decision to increase the water user fee.

**Improving Community Health:**

The Dialakoroba health center was built in 1991 but had remained closed for eight years because, according to the Ministry of Health authorities, the center was outside of the “approved” health coverage area. After several advocacy-training sessions conducted by a local NGO partner of CLUSA, the villagers decided to take action. They got organized, built strategic alliances, and lobbied both local and regional health authorities. As a result of their advocacy campaign, the Dialakoroba health center was finally opened and is now fully operational.

**Marketing Livestock:**

When “COBAS”, a livestock marketing cooperative for supplying the slaughterhouse of Sikasso, was facing problems due to the slowness of administrative procedures in the customs houses. Members of COBAS discussed the issue with the Regional Director of Customs in Sikasso who circulated an office notice urging the customs agents to accelerate the procedures and act according to the regulations. Cooperative members' exports and revenue have since grown enormously.

**Making “FUNTUN” operational:**

“Funtun” is the name given to a group of village associations working together as a for profit organization, with assistance from CLUSA. The transportation of cotton production to the government-processing factory has been very slow in the Ouéléssébougou area due to shortage of vehicles. To avoid any delay in transporting their production, the associations decided to take responsibility for transporting their cotton to the factory. But the local government cotton authority forbid them from doing so, as they had no legal recognition. The association members informed officials in the “Office de la Haute Vallée du Niger” (oversight office in Bamako) about the difficulties they were facing and then paid \$200 to a lawyer to assist with legal recognition as a business enterprise. Today, in the name of “Funtun” they are legally recognized as a business; they have purchased two trucks and are rendering transportation services to association members for cotton and other goods.

## 2. Policy Agenda

### General Overview:

Policy reforms can entail many things, ranging from minor changes in government intervention to a shift in development strategy that has far-reaching effects on the structure and performance of the economy and quality of life. Policy reforms are then, in general, measures to reduce or eliminate economic, social, or political distortions in a society. They can be *institutional, legislative, administrative, economic, political, or social*.

The present policy matrix is an internal product of USAID/Mali, which encompasses individual Strategic Objective Team (SOT) contributions. Each SOT has pointed out certain distortions or constraints to efficiency in its appropriate sector(s) of intervention. The objective is to eliminate these constraints or reduce their impact. The policy reforms therefore reflect USAID/Mali's vision for sustainable development ("More Mali, Less Aid"), to make aid more efficient and then help reaching results more quickly.

The policy reform analysis framework used here is based on *political mapping* and *stakeholder analysis* tools. Political mapping involves identification of key partners and their patterns of collaboration, while stakeholder analysis provides information on the intensity of partner interests and their influence on the outcome of the reform. Each Team's policy analysis framework is composed of three tables. One of them, called the **Main Table**, gives the general overviews of a given policy issue. The two others, the **Secondary Tables**, give a detailed and complete information on the policy issue.

### The "Main Table" Components:

The Main Table for each Team's policy matrix consists of four parts:

- Column I represents the Team's addressed policy reforms in a prioritized list.
- Column II concerns USAID/Mali partners relatively to each policy reform.
- Column III addresses the operationalization issues for each policy reform. The two parts of the column (Progress level and Progress results) indicate how results are achieved. Key Partners for USAID/Mali include any social, political or economic constituency, party, institution or actor who may be seen to have an interest in the outcome of the policy reform. Partners may include the following:
  - Government (Office of the president, prime minister, Ministries, Technocrats including "policy champions", Regional or local government officials, etc.),
  - Civil Society (Community organizations, PVOs, Religious groups, etc.),
  - Political Parties (Ruling party, Opposition parties, etc.),
  - Pressure Groups (Labor unions, Military, Farmers' associations, Chambers of commerce, Ethnic groups, etc.), and
  - External Sectors (others Donors, Foreign technical advisers, Foreign companies and international investors, etc.).

The position of key partners towards policy reform requires an assessment of whether the partner or institution supports or opposes the reform. The positions are analyzed using the symbols, + (for supporting), **neutral** (for indifference), or - (for opposition). The intensity of interest requires an assessment of the relevance or importance of the policy reform to the partner's interests. Interest is defined using the terms **High, Neutral, or Low**. Political collaboration can be seen as coordination of activities (conferences, workshops, etc.), joint financing, etc. Power or influence requires an assessment of the political partner's ability to influence the outcome of the policy reform. The influence is evaluated by weighting each partner's capacity to influence the outcome of the reform. The weights are **High, Medium, or Weak**.

- Column IV is reserved for the Team's personal observations on each policy reform.

## Monitoring and Progress Evaluation Procedure:

A crucial step in policy reform strategic management is operationalization, which indicates the key actions undertaken or planned, and which shows how the policy reform will be implemented, who will carry out what actions, and the timing for each action. Monitoring and Progress Evaluation will show the operationalization level, which means the level of accomplishments in the policy reform process. To address all the realities in a society, different kinds of policy reform will be considered.

However, for each kind of reform and for all SOs, the following five stages are adopted - followed by the corresponding weight for each step:

- ▶ **Initiation (10%);** This step includes identification of the problem, preparation of the proposal law, consultations with all the partners/customers involved, and submission of the draft law proposal to the Council of Ministers;
- ▶ **Approval (10%);** The Council of Ministers approves the draft policy proposal;
- ▶ **Debate/Ratification (20%);** After approving the policy reform, the Council of Ministers forwards it to the National Assembly for Debate and eventual ratification; This step includes establishing a dialogue among all interested parties; providing promotion, training, seminars, round tables; and constituting a lobby for validation;
- ▶ **Application/Diffusion (20%);** This step includes the development of application decrees and programs for the diffusion of the policy reform law;
- ▶ **Implementation (40%);** This step puts the proposal into effect and includes the activities necessary for the policy reform implementation.

## Sustainability and Recipients' Ownership:

A continuing challenge of the reform process is maintenance of the gains realized by the policy changes. Sustainability and Ownership address this important question. In long-term Actions, the SOs list the actions to be undertaken to ensure the sustainability of the policy reform in each case and indicate what impacts (social, economic, or political) or results are expected. Recipients' Implications will show the evaluation of the recipients' implication level. This evaluation will be done at the following levels: **High**, **Medium**, and **Low**.



# YOUTH SO1 - POLICY AGENDA

PRIORITIZED POLICY REFORMS	PARTNERS	OPERATIONAL VISION											TEAM'S OBSERVATIONS	
		PROGRESS LEVEL	PROGRESS RESULTS (in %)											
			1999 T      A	2000 T      A	2001 T      A	2002 T      A	2003 T      A							
1. Promote a sustainable public/private partnership for contraceptive distribution	1.MOH/PPM* 2. New Private Distributor 3. Youth SO Team * MOH = Ministry of Health PPM =Pharmacie Populaire du Mali	<u>Progression</u> <u>Stage:</u> Initiation in 1997; revised in 1999	10	10										Reliable and geographically wide-reaching contraceptive availability requires active private sector distribution and strengthened public sector contraceptive management. Commodity pricing needs to be addressed in the context of longer-term financial sustainability.
2. Strengthen decentralized health care management	1.MOH 2. Decentralization Mission 3. Civil Society	<u>Progression</u> <u>Stage:</u> PRODESS Launch in 1998	N/A	60										Decentralized authorities are not well understood or applied at various levels.
3. Improved service quality/supervision	1. MOH 2. Civil Society 3. Youth SO	<u>Progression</u> <u>Stage:</u> Approval achieved	40	40										
4. Promote and Support Community Schools	1. Youth SO Team 2. MOE 3. Decentralization Mission 4. Civil Society 5. Partners	<u>Progression</u> <u>Stage:</u> Initiation in 1999	20	10										As PRODEC includes the objective of “harmonizing” the different types of schools, it is important to reach consensus on the characteristics desired in new Malian schools.
5. Upgrade and regularize teaching profession	1. Youth SO Team 2. Ministry of Education 3. Teachers and Teachers’ Unions	<u>Progression</u> <u>Stage:</u> Initiation achieved	10	10										
6. Production and Distribution of textbooks	1. Youth SO Team 2. MOE 3. Editors	<u>Progression</u> <u>Stage:</u> Initiation achieved	10	10										
7. Policy and strategy to promote national consensus concerning new curriculum for basic education	1.GRM 2.Donors 3.NGO 4. Civil society	<u>Progression</u> <u>Stage:</u> Ratification has been achieved	60	40										The diffusion stage to share information with the public at large has not begun, and discussions are still limited to education experts.
8. National policy and strategy to promote girls’ education.	1.GRM 2.Donors 3.NGO/Associations 4. Civil society	<u>Progression</u> <u>Stage:</u> Ratification has been achieved	60	40										No strategic plan has been designed to implement the policy.

## Youth SO Policy Reform Diagnosis

### 1. Sustainable Contraceptive Distribution System

Two major requirements emerge as key to achieving progress toward a sustainable contraceptive distribution system: 1) reliable and geographically wide-reaching distribution mechanisms (short-medium term); and 2) financing (long term). While it is not at all practicable to expect financial sustainability for many years, it is essential to lay the groundwork for a functioning system that responds to the needs of clients, as the *sine qua non* for sustainability.

Mali's Pharmacie Populaire (PPM) is the MOH entity responsible for public sector essential drug (including contraceptives) ordering and availability. The PPM's limited ability to ensure adequate stock management and logistics system viability, combined with poorly motivated PPM outlet agents, resulted in the establishment of a complementary private sector distribution system, which contributes to the achievement of MOH/USAID results for contraceptive sales, increased supply outlets and decreased stockouts.

The development of a truly complementary public/private distribution network partnership remains problematic. This is partly due to conflicting interpretations of Ministerial policy/practices on essential drug (including contraceptive) purchasing by service delivery points; and partly due to a perception on the part of the PPM that it can compete on its own in the international market for all contraceptive needs. Despite decentralization policies and corresponding autonomy of the ASACOs and CSCOMs, including the right to obtain goods and services according to needs, there is a prevailing, incorrect perception, reinforced at various levels of the MOH, that all public sector distribution points must order/receive their contraceptive supplies through the MOH's distribution system (Schema Directeur d'Approvisionnement, or SDA). However, on-going management weaknesses, including insufficient knowledge and experience with the special needs of managing contraceptive stocks (compared to those of essential drugs) mean that the SDA is often unable to supply ASACOs/CSCOMs with their contraceptive needs. The implied prohibition on re-supply from other than the SDA therefore results in more stockouts than necessary. Further complicating the situation are ASACOs/CSCOMs' frequent requests to PVOs for contraceptive supplies, which the PVOs access through the private sector. This makes the task of the ASACOs/CSCOMs more difficult, and the constant circumventing of the SDA only contributes to the public sector's inability to get a handle on actual contraceptive needs and mechanisms for ensuring that they are met.

We've identified a two pronged approach to help ensure contraceptive availability in this situation. First, it is essential to establish a clear understanding of ground rules related to service delivery point functions and autonomy to break the gridlock on implied obligations to use the SDA. This can be done through information dissemination (e.g., recently completed Cadre Réglementaires, Juridique et Economique des ASACOs/CSCOMs study) at all levels. Second, and no less significant, it is essential to strengthen the public sector's ability to manage contraceptive supplies, including forecasting, ordering, receiving, stock management, and distribution. USAID is ready to establish a protocol for provision of technical assistance to the PPM for these efforts, should the PPM accept this as useful.

Long-term financial sustainability will remain a challenge for many years to come. The overarching issue is related to commodity pricing. Official contraceptives prices in Mali, which have not changed since originally set (1992), are among the lowest in West Africa, and various "private" vendors undercut even these levels. A "willingness to pay" survey (Contraceptive Pricing in Mali, TFGI, 3/99) demonstrated that the low prices currently being charged do not encourage activity sustainability, and identified price increases that the market will bear. However, the MOH has been extremely reluctant to make any trade-offs between accessibility and sustainability, and this discussion has not progressed to date.

In the medium term, some aspects of cost recovery can be addressed in both the public and private distribution contexts. For example, the private agency RFP requires that the successful contractor develop and put into place a cost recovery scheme. At the minimum, cost recovery should be able to pick up the costs of product re-packaging in the coming years.

There are steps that can be taken with the PPM, as well. We are currently negotiating with the MOH/PPM for PPM establishment of a bank account for depositing 30% of income from the sale of contraceptives as a first step toward cost recovery. Sales/consumption will hopefully increase through increased demand promotion and improved commodity availability at service delivery points; and revenues should also grow accordingly.

The PPM has expressed interest in developing its international tender capabilities for contraceptive purchases, per USAID (central) procedures and suppliers. Given the relatively small quantities involved for the Mali activity, however, we need to consider more realistic options, e.g., the use of revenues for purchasing selected commodities on the international market (condoms, or NORPLANT), that do not compete with USAID procurements. Eventual use of deposited revenues should be considered in the context of long term family planning objectives of the MOH, including prevalence targets and commodity mix. Until this longer-term vision, including pricing strategy, has been developed by the MOH, rational planning for long term sustainability will be hindered.

## **2. Decentralized Health Care Management: Domain of Health, Decentralization, or Both?**

Mali's 10 Year Health Plan (Plan Decennal de Developpement Sanitaire et Social/PDDSS, 1998-2007) lists geographic and financial accessibility to quality health (and social) services as its number one objective. The health policy in Mali gives the responsibility for establishment and management of health care structures to the population. Community health associations are the vehicle through which local populations create and manage CSCOMs, with eventual linkage to the secondary level of care (cercles/districts) through conseils d'administration. The ASACOs are expected to ensure the delivery of a minimum package of activities (PMA) to the population of the health catchment area (aire).

The PDDSS's first 5-year operational plan (Programme de Developpement Sanitaire et Sociale/PRODESS, 1998-2002) sets PMA access targets at 45% and 65% of the population within 5 km and 15 km, respectively, of primary care services; and increased use of curative care at 0.5 new cases/year/person. The PRODESS further develops the notion of coverage through a comprehensive list of strategies aimed at promoting geographic proximity to such services. As dictated by health policy, most of these strategies depend on the ability of the community(ies) to organize, establish health care delivery contracts, and manage the service delivery site and personnel. As such, communities and ASACOs/CSCOMs need well-developed understandings of and/or capabilities in:

- Community mobilization and formal agreements with authorities for ASACO/CSCOM establishment;
- Staffing and equipping of CSCOMs;
- Organization and management of health services; and
- Personnel hiring.

Experience to date has shown many instances of ASACOs members' weak understanding responsibilities, including planning, budgeting and programming, management principles, and monitoring; and limited skills (including, at times, basic literacy) to undertake these responsibilities. This has resulted in less than optimal community involvement, and a tendency for the medical profession to interpret functions and dictate procedures.

The advent of decentralization (post health sectoral policy) has added another level of complexity and uncertainty to how health care management at the community level will evolve in the short term. Both the health sectoral policy and the decentralization law address such points as, *inter alia*, responsibilities for health care service organization and management (communities vs. communes), definition of health catchment area (aires vs. commune), and personnel payment (Collectivités Locales de Développement, or CLD vs. Taxe de Développement Régional et Locale, or TDRL). To minimize confusion, discussion on health sector authorities devolved to ASACOs, vs. decentralization authorities devolved to communes, must take place. Clarification on the inter-relationship of health sector and decentralization authorities must be provided, and widely disseminated. In addition, the appropriate transitions must be operationalized as soon as possible (e.g., TDRL) to avoid disruption in service delivery.

### **3. Assess to Quality Services: Supervision**

Efforts to extend the availability of quality CS services to the community level are currently awaiting the results of operations research on the integration of CS services and commodities into the CBD/FP network. It is presumed that research results will be instructive, and will guide the subsequent establishment of CBD/CS activities. The ultimate utility of such services to the population, however, is dependent on the application of up-to-date norms and procedures (Ns&Ps), and regular formative supervision to ensure service delivery standards.

The MOH has made significant advances in up-dating and/or developing Ns&Ps, including child survival, reproductive health, and adolescent reproductive health. National level validation is currently taking place, to be followed by dissemination at the regional and district levels and integrated with that of the national in-service training strategy. The weakest link in the chain is that of supervision--while an integrated supervision guide is being developed, Mali, as other countries, has had a long history of supervision “by per diem”. That is, funding availability for vertical programs has largely driven supervision.

In practice there is resistance to integrated supervision at the field level, including that of CBD agents to supervision by CSCOM staff. Further complicating the issue is the still to-be-defined supervisory role of the district (MOH service) over ASACOs/CSCOMs (autonomous) functions; and supervision funding availability and use, including the fact that donor financial support continues to be channeled for respective donor programs (a verticality of its own). A concerted effort on the part of the MOH, donors, and communities is needed to ensure that supervision responsibilities are clearly defined, and that formative, integrated supervision is regularly implemented.

### **4. National Policy and Strategy to Promote and Support Community Schools in Mali**

Education reform in Mali as presented in the 10 year plan (PRODEC) proposes ambitious targets for basic education. These include increasing access to 75% from current levels of about 50%, and improving quality by overhauling the primary school curriculum. It calls for a “harmonization” of all types of schools, management of all primary schools and teachers by decentralized commune councils, and a decentralization of government education structures and services such as teacher training and supervision.

To achieve these ambitious targets, it is our premise that expansion of the community school model offers the best hope for Mali given; existing public resource constraints, high dependence on external support, and the consequent need to maximize and formalize community participation in education.

Despite the encouraging results achieved with the community school model to date, this approach cannot succeed solely on the basis of community efforts supported by partners such as USAID and US PVOs. Instead, achieving sustainable success with the community school approach requires effective collaboration and coordination

between the MOE, its decentralized structures, decentralized levels of local administration, and community organizations (CO) that manage the schools. We propose a real partnership between government, civil society, and external partners to build a new, lower cost school model that delivers quality education by combining the resources of all stakeholders.

To achieve this a clear policy and strategy concerning how to provide state support to supplement community efforts in crucial areas such as school construction, teacher training, supervision and payment, and provision of essential learning materials is needed. Failing this, the community school model will remain largely dependent on external support, while the state clings to the outdated public school model whereby it attempts but inevitably fails to assume all costs and responsibility for basic education.

For change to occur, we believe the Ministry of Education with the other stakeholders must elaborate a clear policy to define how the state and other stakeholders will collaborate, particularly in the rural areas, to provide access to quality education. If policies are “government decisions that improve people’s lives,” then decisions are needed to the following questions:

- 1) How financial resources managed by the state or by the communes will be allocated to support community schools, including for constructing and equipping schools;
- 2) What are the conditions concerning the recruitment, payment, working conditions and career prospects of school teachers;
- 3) How books and other school materials will be provided to the schools;
- 4) What support will be provided to train and supervise teachers; and
- 5) What support will be provided to test and evaluate students.

Existing legislation in Mali (Decree No. 94-448, "Arrete" No. 94-10810, and Law No. 99-046) provides for state support for community schools as a necessary measure to mobilize community participation and resources to increase access to basic education. The challenge facing the Ministry of Education, however, is to provide the means to reinforce and extend these community efforts to expand education services to the entire population. This is consistent with recent remarks by President Konaré in November 1999 that there should be a school in every village of Mali, something that is clearly beyond the means of the state alone.

To reach consensus on these crucial matters information dissemination is essential at various levels so people understand the issues and the choices involved. For this, the MOE should take the initiative and implement a communications strategy to inform other stakeholders of recent legislation and to create a forum to determine what role each party will play to extend access to quality education in Mali. The challenge now is to create a forum for dialogue involving the various stakeholders--parents, teachers, local authorities, government officials, donors, and the media--so decisions are taken concerning how this partnership around the school should function such that elected officials, communities and, most importantly, students, all can win.

## **5. Comprehensive Policy to Upgrade and Regularize Teaching Profession**

In recent years considerable attention has been paid to the quality of education in Mali. In fact, the quality of education is affected by several factors, including but not limited to the availability and use of instructional materials, the design and implementation of challenging curricula and the existence of effective teacher training activities to ensure an adequate supply of teachers for the entire educational system.

One of the major goals of the 10 year plan for the development of education in Mali is teacher training. The plan emphasized the importance of both pre-service and in-service teacher training. This is understandable at a time when the supply and quality of teachers has become an issue of paramount importance for the Malian authorities.

There has been a significant shortage of primary schoolteachers in the country for the past decade. The demand for all categories of qualified teachers has significantly increased whereas the supply has not followed suit. The major reason for the teacher shortage may be due to the lack of a consistent teacher training policy that addresses both issues of quantity and quality.

The MOE must develop and implement a clear policy that defines the parameters concerning all major aspects of teacher training as well as the roles of different stakeholder groups such as teachers, teachers' unions, school administrators, communes and the government. Action is required to meet the following needs:

- Design and implementation of a nationwide teacher training plan;
- Attraction, motivation, and retention of teachers;
- Design and implementation of a career ladder for teachers;
- Improvement of the working conditions of teachers;
- Institutionalization of a "best teacher of the year" award;
- Reduction of class size and teacher/student ratio; and
- Installation of teaching in maternal languages.

Legislation is needed at the communal level to define the role and responsibilities of local communities in light of decentralization. The status of teachers employed in various communes in terms of salaries, career prospects, and teacher development activities is not clear.

## **6. Policy on Textbook Production/Distribution to be Finalized and Adopted**

Despite efforts made to date by the government and its partners to install textbook production and distribution for basic education in Mali, there is still a lack of instructional materials, especially in rural schools. The student/book ratio in major disciplines is 3:1 or higher.

This shortage of instructional materials is attributable to:

- o The lack of an adequate nationwide textbook policy concerning the design, production and distribution instructional materials;
- o The combination of all major local taxes (Parent-Teacher Association (APE), Youth, Cooperative Action) into one tax (Local and Regional Development Tax) does not generate enough tax monies for basic education at the local level, and there have been major collection problems; and
- o The mismanagement of funds allocated to schools by the APEs.

USAID's involvement has focused mainly on producing instructional materials for active pedagogical approaches. Nonetheless, the lack of materials and equipment puts the entire educational system at risk.

To address these concerns and issues, there is a need to formulate and implement a coherent textbook policy that clearly states how the government will opt for a gradual privatization of the production and distribution of instructional materials in Mali. This policy will aim at strengthening national private initiatives for the production and distribution of all types of instructional materials.

## **7. Policy and Strategy to Promote National Consensus on Issues of Language, Approach, Content and Outcomes**

Curriculum reform is the major element of the educational reform, which began in 1997 with multi-donor support. It resulted in the development of PDDSS, the ten year educational plan; the conception/diagnosis process has been participatory, though many in the government as well as communities appear uninformed about the resulting plan. Eleven priority areas were defined, one of which is a communication plan that would not only inform people about the outcomes of the consultations but also update them on the daily progress in the implementation of the reform. This communication plan is not yet being implemented. There may be resistance to some innovations such as use of maternal language if parents are not fully informed and prepared. As a result, we strongly advocate for a communications plan to promote a public dialogue concerning the major changes being proposed in PRODEC. Without such an effort, we believe change will not be achieved, or even attempted.

## **8. National Strategy to Promote Girls' Education**

**Research findings confirm that investing in girls' education is key to development and poverty alleviation. Enrollment is low (32% in 1997/98) and remains behind that of boys (46%) in Mali. The PRODEC analysis of the current challenges for education in Mali acknowledges the need to promote girls' participation. An issue is that girls' education continues to be donor-driven, with little government investment. We propose, therefore, a national action plan and strategy to implement the existing policy concerning girls' education in Mali**

#### **PARTNERS**

<b>PRIORITIZED POLICY REFORMS</b>	<b>PARTNERS AND USAID</b>	<b>POSITION</b>	<b>INTEREST</b>	<b>PATTERN OF COLLABORATION</b>	<b>INFLUENCE</b>
1. Promote a sustainable public/private partnership for contraceptive distribution	1. Youth SO Team	+	Promote a public/private partnership on contraceptive distribution and availability	Select a new private distributor and develop a private network capability Work with PPM to strengthen commodity management	HIGH (USAID Mali provides 80 % of contraceptives)
	2. MOH	+	Ensure contraceptive availability and promote long term sustainability  Promote family planning program objectives (access to services; CPR)	Manage public sector contraceptive stock through the district health centers and community health centers Apply decentralized authorities for commodity resupply	Low (Depends on donor contributions)
	3. New private distributor	+	Develop a market for a public service good	Use TA for marketing and promotion	Low
2. Strengthen decentralized health care management	1. Youth SO Team	+	Support ability of the system to deliver basic CS, family planning, CBD activities, and STI/AIDS prevention and awareness services to the community	Disseminate information on decentralization authorities Strengthen technical capabilities in CS/RH interventions Strengthen management capabilities of community structures	High (USAID is one of the leading health donors)
	2. Decentralization Mission	+	Apply decentralized authorities	Direct collaboration with MOH authorities	High
	3. MOH	+	Increase health coverage to the general population Increase community participation in health care management	Donor coordination Community mobilization Decentralization reform	High (MOH top priority)
3. Improved service quality/supervision	1. MOH	+	Increase use of services Promote quality services	Donor coordination Clarification of supervision roles by level of service	Moderate
	2. Civil society	+	Increase community involvement		Low
	3. Youth SO	+	Promote quality services	Provision of assistance to improve monitoring	Low



4. Promote and support community schools	1. Youth SO Team, USAID Mali (including PVO/NGOs and Contractors)	+	Increase access to basic education and reinforcement of civic society.	Strategic allocation of financial and technical resources to support integration into national system. Collaborating with other donors/partners to increase influence through coordinated action	Low
	2. President	+	Increase access to basic education (“one village, one school.”)	Through speeches, sets broad sector goals, e.g. school in every village	High
	3. MOE	+	Harmonize, expand and improve quality of basic education.	Define specific policies, goals and targets, provide leadership and management	High
	4. Decentralization Mission	+	Operationalize decentralization policy	Provide technical support for decentralization	
5. Upgrade and regularize teaching profession	1. Youth SO Team, USAID Mali Including PVOs/NGOs and Technical Assistance	+	Upgrade and regularize teaching profession.	Work with the MOE to formulate and implement a strategic teacher training plan nationwide and coordinate actions with other partners	Low
	2. Government/ MOE	+	Attract, motivate and retain teachers to stabilize and improve quality of the education system	Work with partners and civil society to define terms and conditions for teacher categories	High
	3. Teachers and Teachers’ Unions	+	Seek secure position, professional status, adequate salaries and better working conditions.	Work with partners, government, and civil society to define terms and conditions for teacher categories	High
6. Promote textbook production/distribution	1. Youth SO Team	+	Promote a public/private partnership on textbook production and distribution	Work with MOE and partners to finalize textbook policy and prepare and implement plans based on this policy.	High
	2. Private sector	+	Establish viable business ventures in text book production and distribution	Work with MOE, civil society, and partners to define their participation in implementing textbook policy.	High
	3. Government	+	Ensure adequate supplies of quality text books--produced and distributed on time	Work with stakeholders to finalize textbook policy; then participate in planning and monitoring of policy implementation.	High
7. Policy and strategy to promote national consensus concerning new curriculum for basic education.	1. MOE	+	Seeks to reform education system but requires public support and consensus concerning changes to be made.	Work with stakeholders to prepare and implement communications plan to inform and seek feedback from public concerning proposed reforms	High
	2. Donors (PTF)	+	Agree on need to inform public about proposed changes Ready to support communications and dialogue process	Work with MOE to prepare and implement communications plan. As possible, also undertake local initiatives via NGOs and TA contractors. Important participants in any discussions about curriculum reform	High
	3. Civil Society	+	Not fully informed about proposed reforms, though likely supportive if informed and invited to participate in dialogue.		High
8. National policy and strategy to promote girls’ education	1. MOE.	+	Increase access to quality education for girls as a strategic investment in national development	MOE has key role to raise profile of this important development issue, but has not yet demonstrated leadership to promote change in girls’ education. Many partners included girls’ and women’s education in their activities. Some associations have selected girls’ education as their major target area of intervention.	High
	2. Donors	+	Support increased access to quality education for girls as a strategic investment in national development	Many NGOs support girls’ education directly, while other elements of civil society are becoming more aware and involved.	High
	3. Civil Society	+	Support increased access to quality education for girls as a strategic investment in national development.		High

OPERATIONAL VISION					
OPERATIONALIZATION				SUSTAINABILITY AND OWNERSHIP	
PRIORITIZED POLICY REFORMS	PARTNERS AND USAID	ACTIONS PLANNED	TIMING	LONG-TERM ACTIONS	RECIPIENT IMPLICATIONS
1. Promote a sustainable public/private partnership for contraceptive distribution	1. Youth SO Team	Select new private sector distributor and Develop capabilities Strengthen public sector contraceptive management capability	2000	Implement a progressive pricing policy	Availability of contraceptives at competitive prices
	2. MOH	Recover contraceptive stocks from out-going private distributor Authorize the PPM to assume responsibility for public contraceptive receipt and distribution Establish bank account for cost recovery.	2000	Develop a long-term vision for family planning objectives to address targets, contraceptive mix, pricing and financing.  Action plan developed to ensure availability of contraceptives at all regional, district and community health centers, including capacity building for PPM.	Rational planning of family planning and contraceptive program needs to address issues of public health concern (e.g., family planning needs, contraceptive prevalence, STI/AIDs)
2. Strengthen decentralized health care management	1. USAID/Youth SO Team	Provide technical assistance to MOH in CS and RH Support dissemination of decentralized functions and authorities Strengthen management capabilities of community organizations	1999-2002  2000  1999-2000	Advocacy for decentralized functions.	Increased community participation
	2. MOH	Coordinate donors technical and financial interventions Reinforce decentralized functions and develop capabilities	1999-2002	Appropriately manage health services	Increased community participation. More efficient and rational management of health services
	3. Decentralization Mission	Work with MOH on clarifying decentralized functions and responsibilities	2000	Coordinate functions	Commune structure strengthened.
3. Improved quality and supervision	1. MOH	Develop integrated supervision guide Promote integrated training Establish supervision responsibilities and follow-up  Coordinate SO monitoring with routine supervision	2000  2000-2001 2000-2002	Develop polyvalent capabilities  Ensure funding availability  Document results achieved	Efficiency in service delivery and management.
	2. Youth SO		2000		

4. National policy and strategy to promote girls' education	USAID    MOE  Partners	Facilitate development of national action plan to implement girls' education policy. With DG team, partners, and MOE develop and implement advocacy plan targeting decision makers. Prepare and implement capacity building plan for MOE and NGO partners. Organize facilitation to develop action plan Organize implementation of action plan Participate in developing and implementing action plan	2000  2000 - 2001  2000 - 2001  2000 2001 2000 - 2001	Priorities to promote girls' education are reflected in national development plans and budgets  Leadership on this issue passes from external to appropriate national structures	More girls attend school for longer periods  More women acquire marketable skills  More women attain leadership positions for which they are qualified
5. Promote and support community schools	1. MOE   2. Decentralization Mission. 3. Civil society  4. USAID partners	a. Finalize decrees affecting teachers, school construction, provision of books b. Implement communications plan to inform population re. Roles and responsibilities of decentralized authorities Plan to support decentralization of MOE prepared and implemented Assume new decentralized responsibilities and mobilize resources to support schools Coordinate support to key priorities to promote reforms	2000  2000  2000 2000 - 2001  2000	Meet IBRD conditions for a Sector Investment Plan.  Set up functional coordination mechanism that permits ongoing planning and monitoring of reforms.	Resources available to provide additional schools, teachers, and books. Legal framework exists for this expansion.  More efficient use of resources resulting in more rapid achievement of desired reforms.
6. Upgrade and regularize teaching profession	1. MOE  2. Teachers and teachers' unions  3. USAID & partners	Finalize and adopt appropriate legislation and required "texts" affecting various categories of teachers Engage in a dialogue with the government to identify issues and define strategies to address these issues. Coordinate with PVOs, TA and donors for a greater impact. Joint effort to initiate a nationwide teacher's training plan.	2000  2000  April 2000	Implement IBRD plan for the creation of a new "corps" of contractual teachers.  Strategies to upgrade and stabilize teaching profession implemented by MOE with support from partners and civil society.  Develop coordination mechanisms for monitoring and planning.	Conditions improve for contract teachers creating larger supply of better qualified personnel Status and conditions for teachers will improve creating more stable supply  Long-term support from partners to ensure change achieved
7. Produce and distribute textbooks	MOE  Private editors and distributors  USAID & partners	Define and implement a textbook and instructional materials operational policy.  Contracts signed with 3 editors and distributors (EDIM, JAMANA & DUNYA).  Action plan developed to ensure availability of textbooks and instructional materials at regional, district and communal levels. Provide technical assistance and coordination of donors' effort in the textbook production and distribution area.	1999  1999  Mid 2000	Gradually privatize textbook production and distribution across Mali and withdrawal of the government from production and distribution channels. Create a national textbook committee. Design and implement a national distribution plan. Establish local distribution bureaus and channels. Advocate for textbook production and distribution policy.	Availability at lower costs of textbooks and instructional materials across Mali due to competition between editors and distributors.  More efficient use of textbooks and instructional materials produced and distributed.
8. Policy and strategy to promote national consensus concerning new curriculum for basic education	1. MOE  2. Civil society  3. NGOs and associations  4. Donors	Implement communications plan to provide information and promote dialogue concerning key aspects of curriculum reform. Participate in this communication process Support and participate in communication process Support and participate in communication process	Mid 2000  2000  2000  2000	Ensure public input to curriculum reform  Participate in and monitor curriculum reform  Participate in and monitor curriculum reform  Participate in and monitor curriculum reform	Ensure public support for revised curriculum and revived interest in education  Civil society is better informed and more active participant in reform  Assurance that broad support exists for reform encourages partner participation.

## SEG SO2 POLICY AGENDA

PRIORITIZED POLICY REFORMS	PARTNERS	OPERATIONAL VISION										TEAM'S OBSERVATIONS	
		PROGRESS LEVEL	PROGRESS RESULTS (in %)										
			1995 T            A		1996 T            A		1997 T            A		1998 T            A		1999 T            A		
PRODUCTION:  1. Office du Niger (ON) rice parastatal restructuring (limitation of the ON role)	1. Ministry of Finance 2. Ministry of Rural Development and Water 3. Office du Niger 4. Private sector 5. Other donors	<u>Progression stage:</u> - Implementation achieved at 1996 - M&E from 1996	40	60	100	100							The missions of Office du Niger now limited to provision of public good services. No commercial and industrial activities
2. Irrigated land tenure reform in the Office du Niger (Private investment in irrigation)	Ministry of Rural Development and Water Min. of Finance Office du Niger Private sector Other donors	<u>Progression stage:</u> - Implementation achieved at 1996 - M&E from 1996	20	40	60	100							Land Trusteeship Decree of Office du Niger was revised to allow private sector access to irrigated land for commercial agriculture purposes.
3. Irrigated land tenure reform (Property right on irrigated land in the Office du Niger zone	Min. of Rural Development Ministry of Finance Office du Niger Private sector Other donors	<u>Progression Stage:</u> Approval achieved at 1999							10	10	20	20	Feasibility and cost-benefit analyses of options completed and presented to partner during a workshop

4. Government Budget support to the national food security system	Min. Of Economy Min. of Finance Min. of Territorial Affairs Chamber of Agriculture Chamber of Agriculture Other donors	<u>Progression stage:</u> - Implementation achieved at 1998 - M&E from 1998	T 20	A 20	T 40	A 40	T 60	A 60	T 60	A 100			The Government of Mali has accepted budgetary responsibility, by insertion of budget line items in the annual state budget for the replenishment of the national food security stock, the national famine early warning system, and the market information system, thereby ensuring their sustainability.
5. Restructuring of IER ag. Research services delivery system	Institut d'Economie Rurale (IER)	<u>Progression Stage:</u> Initiation achieved at 1999	T	A	T	A	T	A	T 20	A 0	T 20	A 10	Issues identified and objectives agreed upon. Agreement reached with IER to cooperate on development of income generating options from ag. Research services provision to customers.
6. Restructuring of LCV service delivery system	Central Veterinary Laboratory (LCV)	<u>Progression Stage:</u> Initiation achieved at 1999							20	0	20	10	Issues identified and Agreement reached with LCV to put in place a more market-driven service delivery system.
7. Liberalization of veterinary health services	Min. of Rural Development and Water Professional Association of veterinarians Other donors	<u>Progression stage:</u> - Implementation achieved at 1998 - M&E from 1998	20	20	40	40	60	60	100	100			Private supply of veterinary services is effective in Mali. Private veterinary pharmacies are operational.
8. New forestry code	Min. of Rural Development and Water Min. of Environment Villages communities	<u>Progression stage:</u> - Implementation achieved at 1997 - M&E from 1997	20	40	40	60	60	100					Forestry Code revised. New Forestry Code translated into local languages and disseminated in the communities and through the media.
<b>B. PROCESSING:</b> 1. Privatization of state-owned rice mills of the Office du Niger	Min. of Finance Min. of Rural Development and Water Office du Niger Private sector Other donors	<u>Progression stage:</u> - Implementation achieved at 1996 - M&E from 1996	40	60	100	00							The four rice mills of the Office du Niger bought by a Malian investor. The mills form currently a private company called SERIMA.

<b>C. MARKETING:</b>	Private sector traders Consumers Association Min. of Commerce Min. Of Rural Development and Water Chambers of Agriculture and Commerce	<u>Progression Stage:</u> Initiation in progress								10	0	10	0	A scope of work to study the issue has been prepared
1. Development of improved grades and standards														
2. Removal of formal and informal intra-regional trade barriers	Min. of Commerce Min. of Finance Min. of Security Trade associations NGOs Regional institutions	<u>Progression stage:</u> - Implementation achieved at 1996 - M&E from 1996	60	60	100	60	100	60	100	100				In Mali both types of barriers are formally abolished. Partnerships are being established with other countries and private sector associations. Trade regulations being disseminated to private sector.
3. Re-removal export tax of raw hides and skins	Min. of Finance Exporters of raw hides and skins Tanneries	<u>Progression stage:</u> - Implementation achieved at 1997 - M&E from 1997			40	40	60	100						Reinstituted tax has been removed.
4. Simplification of livestock export formalities	Min. of Commerce Livestock exporters Chamber of Commerce Chamber of Agriculture	<u>Progression stage:</u> - Implementation achieved at 1996 - M&E from 1996	T 60	A 60	T 100	A 100	T 100	A 100	T 100	A 100	T 100	A 100	A 100	One-stop windows for export formalities exist. Forms sometimes not available at some windows.
5. Development of regional cereal and livestock trade partnerships	Min. of Commerce Chamber of Commerce Chamber of Agriculture Trade Associations Regional Institutions	<u>Progression Stage:</u> Implementation achieved at 1999	20	20	40	20	60	60	100	60	100	100	100	Participation to fairs and organization of annual outlook conferences being promoted.
<b>D. FINANCIAL SERVICES:</b>	Min. of Finance Decentralized non-bank financial institutions UEMOA/BCEAO Other donors NGOs	<u>Progression Stage:</u> Ratification achieved at 1999					20	10	40	40	60	40	40	Interest rate ceiling revised upward, but still exists.
1. Removal of interest rate ceiling on loans made by microfinance institutions														
2. Development and enforcement of a legal framework for all types of microfinance institutions	Ministry of Finance Decentralized non-bank financial institutions UEMOA/BCEAO Other donors NGOs	<u>Progression Stage:</u> Diffusion achieved at 1999	10	10	40	60	60	60	100	60	100	60	60	Mutualist microfinance institutions have a legal recognition, while cooperative institutions still don't.

## **1. Production:**

### **Office du Niger Rice Parastatal Restructuring:**

Office du Niger pulls out of production, processing, and marketing activities. Office du Niger new missions limited to a) Water and main irrigation infrastructure management, b) provision and agricultural extension services, and c) development and enforcement of legal framework for and control of private sector activities in irrigated land development.

### **Irrigated land tenure reform:**

Revision of law to allow private sector access to and investment in irrigation with more secure land tenure rights.

### **Government support to the national food security system:**

Development of a plan and approval of the plan by the GRM to progressively (over a three-year period) transfer to the government the full cost of the renewal and maintenance of the food security stock, the cost of national famine early warning system, and part of the cost of the market information system. Actual government support through insertion of a budget line in the annual state starting in 1998.

### **Restructuring of IER:**

Restructuring of IER agricultural research services to provide improved customer service to agribusiness community through: a) creation of commercial one-stop window for easy access of private sector to ag. Research services, b) development of strategies for IER to recover most, if not all, of its research development and marketing costs.

### **Restructuring of Central Veterinary Laboratory:**

Restructuring of CVL veterinary services to develop income-generating and cost-saving measures, creation of a commercial window, implementation of a system budgeting and a cost accounting and a development of a customer service plan.

### **Liberalization of veterinary health services:**

Development and approval by GRM of a new law authorizing private practice of veterinary health. Enforcement measures developed and implemented.

### **Revision of forestry code:**

Development, approval of a revised forestry code allows a rational exploitation of forestry resources. Dissemination of the new law. Implementation and enforcement of the new law.

## **2. Processing**

### **Privatization of state-owned slaughterhouses:**

Development of privatization plan for the government's approval. Facilitation of the partnerships and joint ventures. Dissemination of information.

### **3. Marketing**

#### **Grade and standards of agricultural products:**

Harmonized products quality regulations and standards within West Africa and other trading partners of Mali will be developed, discussed with private sector and government, approved and disseminated.

#### **Removal of formal and informal regional trade barriers:**

Establishment of policy dialogue forum between private sector representatives and officials of Mali and its trading partners/countries within the West African region. Regular dissemination of intra-regional trade regulations.

#### **Removal of export tax on raw hides and skins:**

Remove the reinstituted tax on export of rawhides and skins through demonstration of its negative impact.

#### **Simplification of livestock exports formalities:**

Creation of a one-stop window for export formalities and decentralization of the process. Measures taken to ensure that forms are regularly available.

#### **Development of regional cereal livestock trade partnerships:**

Direct, transparent dialogue and partnerships promoted between commodity trade associations and businesses of Mali and other countries through border fairs, annual outlook conferences, training, trade mission. Public sector support to such activities will be promoted.

### **4. Financial Services**

#### **Removal of interest rate ceiling on loans:**

Remove the interest rate ceiling imposed by the central bank (BCEAO) on loans managed by microfinance institutions.

#### **Legal framework for all types of microfinance institutions:**

The current law on microfinance institutions developed by the BCEAO provides legal recognition only to mutualist microfinance institutions, not to cooperative microfinance institutions.



## DG SO TEAM POLICY MATRIX

PRIORITIZED POLICY REFORMS	PARTNERS	OPERATIONAL VISION											TEAM'S OBSERVATIONS
		PROGRESS LEVEL	PROGRESS RESULTS (in %)										
			1999 T     A		2000 T     A		2001 T     A		2002 T     A		2003 T     A		
1. The Cooperative Law	1. Ministry of Rural Development and Environment 2. Ministry of Health 3. NGOs & COs 4 Other Partners (.UNDP, ILO German funded project)	<u>Progression stage:</u> Initiation is achieved in 1999	10	10									STATUS: COs have identified their constraints related to the Law. They based on these constraints should develop advocacy and Action-plan.
2. The PRODEC Law	1.Ministry of Education 2.Civil Society (NGOs, APEs, Federations) 3. Other Donors (WB, UNICEF)	Progressio n stage: Ratified in 1999	40	40									STATUS: The PRODEC law has just been passed by the National Assembly
3. Decentralization Process (Communal Elections)	1.Decentralization Mission 2. GRM 3.Civil society	Progressio n stage: Implementat ion is achieved in 1999	100	100									STATUS: Communal elections for 682 new communes were held in 1999.

## DG SO Policy Reform Diagnosis

The focus of DGSO this year has been the implementation of an advocacy program to address the following three major policy issues: (a) the enabling environment issue of legal recognition of community organizations, particularly cooperatives and village associations; (b) the ten-year education program (PRODEC); and (c) the operationalization of the decentralization reform.

### **1. The Cooperative Law**

Over this century cooperatives have played an important role in the organization and the development of Mali's rural regions. Today cooperatives are governed under a 1998 law (88-62/AN-RM of 10 June). Mali is currently revising this law whose implementation has been extremely limited since the 1991 revolution. The Ministry of Rural Development and the Environment launched the present reform in 1995 because State administrators felt that the 1988 law, requiring Intensive State involvement in the cooperative sector, did no longer fit into the new politics of decentralization and liberalization.

A draft of the new legislation (RDM, 1998) had been presented to the Council of Ministers on May 1998 for approval. The proposed legislation is based in theory on the Rochdale Principles of voluntary membership and freedom of association. But in fact, there is a need of guarantees to assure the application of these principles. The texts present, however, contradictions within it, especially in regard to the "control" functions of the State. The written texts do not guarantee that the State "control" functions be limited to assuring that cooperatives are legally registered and operating within the law. There is a risk of a tight state control over cooperatives as it was the past practice. In addition, without legal recognition, cooperatives and village associations are not allowed to take loans from lending institutions or have any legal standing to pursue issues through the court system.

DG partner NGOs are engaged in advocacy actions to influence and change the policy. Using a participatory approach, the lead NGOs have identified the specific policy constraints and issues related to the new law. These NGOs, in collaboration with community organizations have developed an advocacy action plan to address the impediments to the passage of the law.

### **2. The PRODEC Policy**

Mali's educational system has undergone severe crises over the last 15 years; a situation that has necessitated a series of educational policy reforms proposed by the government to tackle them. The first of such crises is the continuous student demonstrations and rioting that have disrupted the entire academic year and have contributed to a low level of efficiency and poor academic outcomes. The second is a more fundamental issue, ingrained in the educational system inherited since independence, which simply cannot and does not meet the needs of a society striving for sustainable development and democracy. Through a series of policy fora held between 1994-95, a new educational policy, the Government's Inter-ministerial Committee on Education adopted Nouvelle Ecole Fondamentale (NEF). The NEF envisioned an educational system that combined formal and informal education, with a management that involved NGOs, local resource people, and animators drawn from national and regional personnel. In addition, the NEF envisioned a formal relationship of contract between schools and local government for the support of both sharing costs and responsibilities.

The NEF was formally abandoned in 1995 due to criticism and resistance from various interests groups; and a broad consultative process led to the development of a comprehensive educational reform program called PRODEC. PRODEC deals with the entire educational system, from pre-school through university and technical training. First, it envisions the transfer of resources from higher and secondary education toward primary education. Second, the increased options at the secondary level education would increase demand as parents see more realistic options in the job market for their children. PRODEC is currently in its early implementation phase, after being adopted by the Council of Ministers in May 1998. A pilot committee and sub-committees were

established to review the program and make recommendations to the National Assembly. The National Assembly approved the law in December 1999.

A policy study was conducted by DG in 1998 to better understand the roles of the State and the civil society with regard to the basic education 10-year program (PRODEC). The issues related to the involvement of rural citizens in the policy review and implementation have been identified and discussed with grassroots organizations. After developing an advocacy action plan, rural civil society organizations and lead NGOs are facilitating the aggregation of rural interests to influence these policy decisions.

### **3. Decentralization Reform**

In March 1991, a popular revolution overthrew the Moussa Traore one single party regime. The transitional government organized a National Conference held in July and August 1992 to help establish a multi-party democracy. Representatives of most of the predominant civil organizations in Mali from all regions and ethnic groups attended the Conference. One of the most important resolutions from the National Conference was the unanimous popular approval of decentralization. The Conference delegates drafted a constitution, which provided for "territorial *collectivities*," in Title XI and the High Council of the Collectivities in Title XII, which would form the basis of a decentralized state. They also prepared a political parties charter and an electoral code for democratic elections. The draft constitution was approved by referendum on February 25, 1992, followed by the non-contested legislative, presidential and communal elections for the 19 existing communes.

Established by decree in 1993, the Mission of Decentralization was entrusted with assisting the GRM in the development and implementation of decentralization reform. Since its creation the Decentralization Mission and Institutional Reform has been very instrumental in designing the decentralization legislative framework. The government from 1993 to 1999 issued a total of 15 laws and decrees.

The communal elections for the 682 new communes were held respectively on May 2, 1999 for the regions of Kayes, Ségou, Sikasso and Koulikoro and on June 8, 1999 for the northern regions: Mopti, Tombouctou, Gao and Kidal. Soon after the elections, which decided the municipal councils in the 682 new communes, communal boards and Mayors were elected. As of today, All the *Cercle* Councils and Regional Assemblies including Boards were elected except those of the *Cercle and the Region* of Kidal.

The implementation of the decentralization reform was one of the major achievements in 1999. Despite some minor problems, communal elections established the 682 rural communal councils followed by the elections of the communal boards and mayors. The GRM is in process of establishing a functional mechanism to provide financial and technical assistance for communes' start up activities. Monitoring the implementation of the various laws related to the decentralization reform will be the focus for year 2000 and beyond.

### **4. Conclusion**

The changes in the indicators focussed on the policy agenda are basically related to the PRODEC and the decentralization reform. In year 2000, the main focus will be to influence decisions related to the cooperative law and to further advance the law on the PRODEC and the implementation issues related to the decentralization reform. The indicators regarding the role of NGOs and federations in aggregating interests and impacting national policy as it relates to the enabling environment and to sectoral policy issues must build on a solid grassroots base if they are to be sustainable. DG has been building institutional capacity, transferring and developing advocacy skills and programs to advance joint interests. We will continue to build on those investments in year 2000 and beyond as we facilitate the linkages of these groups to further advocate for changes at the national level around issues like the cooperative law, the PRODEC and the decentralization reform.

<b>PARTNERS</b> (for the Cooperative Law Reform)				
USAID AND PARTNERS	POSITION	INTEREST	PATTERN OF COLLABORATION	INFLUENCE
<b>1. USAID/DG SOT</b>	+	Strengthening the capacity of civil society organizations (COs, federations and NGOs) to aggregate and influence policy	Funding studies, training, TA	Low
<b>2. Government</b> a. Ministry of Rural Development and of the Water (MDRE)	+	Want to have <i>Tutelle</i> (control) and <i>Encadrement</i> .	Design the law and submit it to GRM for approval.. Elaboration of application decrees. Information diffusion and training co-operatives.	High
Ministry of Health, Solidarity and Elderly	+	Require to be involved in the process to include health associations.	Not very active	Medium
<b>3. Civil Society</b> (Co-ops, AVs, Mutuels NGOs)	+	Legal framework, access to credits, legal recognition, access to training	Advocacy for more involvement in decision-making process – more financial resources Advocacy for policy change (new law promulgation, no “encadrement” from GRM	High
<b>4. Other Donors</b> UNDP/ILO, GTZ World Bank	+	Institutional change and Financing More autonomy for cooperatives and less <i>Tutelle</i> and <i>Encadrement</i> .	Financing research and providing technical assistance in cooperative development.-Training- Funding	Medium

<b>PARTNERS</b> (for PRODEC)				
USAID AND PARTNERS	POSITION	INTEREST	PATTERN OF COLLABORATION	INFLUENCE
<b>1. DG SO Team/USAID</b>	+	Strengthening the capacity of civil society organizations (COs, federations and NGOs) to aggregate and influence policy	Study, training, TA	Low
<b>2. Government</b> Ministry of Education	+	Design and implement PRODEC Donors’ Coordination	Decision making regarding the program Design policy, laws, decrees- provide funding-Partnering with APEs	High
<b>3. Unions</b> - Teachers’ Labor Unions - Students Associations	+	Defend interests of Teachers (salaries-working conditions)	Participation in decision making	High
<b>4. Civil Society</b> - APEs- Federations - NGOs	+	Defend interest of students (quality-access)	- Get involved in decision-making - advocacy for more access to and quality education	High
<b>5. Other Donors</b> - World Bank - UNICEF	+	Promote education (access & quality)	Funding basic education	Medium

<b>PARTNERS</b> (for Decentralization)				
USAID AND PARTNERS	POSITION	INTEREST	PATTERN OF COLLABORATION	INFLUENCE
1. DG SO Team/USAID	+	Strengthening the capacity of civil society organizations (COs, federations and NGOs) to aggregate and influence policy	Study, training, TA	Low
2. Government MDRI DNCT	+	Design and implement Program  Success of the program	Design Policy, law, decrees. Monitoring, evaluation.	High
3. Civil Society Organizations (CSO) a. COs NGOs	+	More participation in decision making More financial resources	Advocate for more involvement of CSO including women Advocacy for more resources to communes	High
4. Other Donors in the Panel	+	More involvement of elected Officials and civil society- More GRM support to the reform	Provide funding to the reform	Medium

<b>OPERATIONAL VISION</b>					
OPERATIONALIZATION				SUSTAINABILITY AND OWNERSHIP	
PRIRITIZED POLICY REFORM	PARTNERS AND USAID	ACTIONS PLANNED	TIMING	LONG-TERM ACTIONS	RECIPIENT IMPLICATIONS
1.Coop. Law	NGOs/Federations	advocacy program for the policy implementation  Umbrella Grant	July 99-Feb 00  2000-2002		Advocacy Action Plan  Policy change
2. PRODEC	NGOs/Federations	Advocacy program for the policy implementation  Umbrella Grant	July 99-Feb 00  2000-2002		Advocacy Action Plan  Policy change
3. Decentralization	NGOs/Federations	Advocacy program  Umbrella Grant	July 99-Feb 00  2000-2002		Advocacy Action Plan  Policy change

## INFORMATION & COMMUNICATION SpO1 POLICY AGENDA

PRIORITIZED POLICY REFORMS	PARTNERS	OPERATIONAL VISION										TEAM'S OBSERVATIONS	
		Progress Level	Progress Results (in %)										
			1999		2000		2001		2002		2003		
			T	A	T	A	T	A	T	A	T		A
Reduction of Customs duties on computer equipment (from current 67%) to allow for greater access to Internet	1. Min. of Finance 2. Min. of Communications 3. Min. of Higher Education 4. Min. of Basic Education	<u>Progression stage:</u> Initiation achieved at 1999	20	20									The Ministries of Communications and Plan already approved a recommended reduction of Customs duties from 67% to 5% at the seminar on strategies for use of new information technologies, held in Bamako on Oct. 2-5, 1999.
Privatization of SOTELMA (Internet division)	1. Min. of Communications 2. World Bank / IMF	<u>Progression stage:</u> Initiation achieved at 1999	20	20									SOTELMA has already established special rates for Internet access from cities outside of Bamako.  Sotelma needs to authorize additional ISPs in order to reduce Internet access costs.

## **Information and Communication SpO1 Policy Reform Diagnosis**

### **1. Reduction of Customs Duties on Computer Equipment**

In Mali, computers and peripherals are taxed at the same rate as television sets, VCRs and cameras, in other words, as luxury “entertainment” items. The current tax rate is 67%, which makes computers too expensive for many Malians. The two education ministries (the Ministry of Education and the Ministry of Secondary and Higher Education and Research), the Ministry of Plan, as well as the donor community (including USAID Mali’s Information & Communications Special Objective team) have been pressing for a reduction of the customs rate to 5% to encourage greater use of computers.

In October 1999, a conference was organized by the Ministries of Communications and Planning, at which an analysis of the Senegal experience following its reduction of customs duties on computer equipment was presented by the Information & Communications Special Objective team. In Senegal, computer sales rose sharply as a result of the reduction, and this experience encouraged the organizers to request a similar reduction in Mali. At the close of the conference, the two organizing ministries agreed to issue a formal request that the customs duty reduction be submitted to the Council of Ministers for approval.

There may be some resistance from the Ministry of Finance and the Customs Service due to a decrease in customs revenues collected. This can be somewhat offset using statistics from other countries having reduced customs duties on computer equipment resulting in a sharp increase in sales. Further, the strengthening of ECOWAS and other international trade agreements are increasingly putting pressure on Mali and other African nations to lower customs tariffs to encourage regional trade.

### **2. Privatization of SOTELMA**

SOTELMA, the national telecommunications parastatal, is scheduled to be partially privatized in the year 2000. Initially, the privatization will involve the cellular phone and Internet service divisions of the company. The USAID Mali Information & Communications Special Objective team has been promoting the spin off of the Internet section (which was initially equipped by the USAID Leland Initiative) to ensure high quality services that are not always available when repairs and maintenance must go through a large, bureaucratic structure such as a national telecommunications company. Privatization of the Internet services will also permit national and foreign investors to contribute to the upgrading of the hardware and to the enhancement of services offered.

PARTNERS					
POLICY REFORM	PARTNERS AND USAID	POSITION	INTEREST	PATTERN OF COLLABORATION	INFLUENCE
Reduction of Customs Duties	1. Ministry of Communications	+	High	The Min. of Communications is playing a key role in the push for the lowering of customs duties on computer equipment and on the privatization of SOTELMA (the national telecommunications parastatal). It organized a national conference on the use of information technologies in Mali, of which the major recommendation was the reduction of customs duties from the current 67% to 5%.	High
	2. Ministry of Finance	Mixed	High	The Ministry of Finance must balance the impetus to enhance access to information technologies and computers, against the need for the Government to collect revenues	High
	3. Min. of Higher Education	+	Medium	The Ministry of Higher Education and Research has been in the forefront for lowering customs duties to promote greater use of computers in higher education and research institutions. This is done through lobbying and documenting the impact that high tariffs have on the sale of computers.	Medium
	4. Min. of Basic Education	+	Medium	Like the Min. of Higher Education, the Basic Education Ministry has been pushing for a reduction in customs duties on computer equipment. Their approach is similar to that of the Min. of Higher Education.	Medium
Privatization of SOTELMA (Internet division)	1. Min. of Communications	Mixed	High	The Min. of Communications recognizes that privatization is inevitable and will result in overall reductions in telecommunication costs. They are concerned, however, about assuring universal coverage of basic telecommunication services throughout the country, even (especially) in areas that are not profitable.	High
	2. World Bank / IMF	+	High	Privatization of the telecommunications (and energy) parastatals is one of the Bank's priorities in Mali, and has been tying the privatization efforts to IMF loans awarded to Mali.	High

OPERATIONAL VISION					
OPERATIONALIZATION				SUSTAINABILITY AND OWNERSHIP	
POLICY REFORM	PARTNERS AND USAID	ACTIONS PLANNED	TIMING	LONG-TERM ACTIONS	RECIPIENT IMPLICATIONS
Reduction of Customs Duties	1. Ministry of Communications	First phase of privatization of SOTELMA	mid-2000	Spin off of the cellular phone and the Internet service divisions	Lower costs, due to competition
	2. Min. of Finance	Analysis of impact of the reduction of tariffs. Comparative analyses of other ECOWAS countries.	2000	A plan that fits the ECOWAS paradigm	Much lower prices on computer equipment
	3 and 4. Ministries of Higher Education and Basic Education	Lobbying and political pressure	2000	A plan to place computers in the University, and selected secondary and primary schools	Students have greater access to information technologies.
Privatization of SOTELMA	1. Min. of Communications	Privatization of the Internet and cellular phone services	2000	Privatization of the remaining wired phone services	Access to a greater variety of telecom services at lower costs
	2. World Bank / IMF	Provide technical assistance for the privatization effort	2000-2002	Total privatization, resulting in WB loans	Same as above



# **NORTH SpO2 POLICY AGENDA**

PRIORITIZED POLICY REFORMS	PARTNERS	OPERATIONAL VISION										TEAM'S OBSERVATIONS	
		PROGRESS LEVEL	PROGRESS RESULTS (in %)										
			1998 T      A		1999 T      A		2000 T      A		2001 T      A		2002 T      A		
1. Strengthening and sustaining security in the North	Government/Commissariat au Nord	<u>Progression Stage</u> : Initiated in 1998		10	20	20	20		40		60		Restoration of peace and sustainable development are in fact linked. Effective security requires expansion of economic opportunities and greater presence GRM administrative officials.

## **North SpO2 Policy Reform Diagnosis: Strengthening and Sustaining Security in the North**

The widespread insecurity created by the armed rebellion in the North of Mali from 1991 to 1995 had resulted in a paralysis of the administrative apparatus: local administrative units, schools, health centers were closed. Eleven robberies of 4x4 vehicles were reported in 1998 and double that number in the last 14 months. Bandits have killed seven people in the last three months. This situation is highly detrimental to the successful implementation of activities by development partners who are already present in the field, and deters new partners from initiating new activities in the North. Although peace and stability are being progressively restored, the GRM's local administrative structure is still inadequate. USAID/Mali has raised this issue with the Malian authorities at the national and regional levels and is encouraging them to take adequate corrective and preventive measures. Such measures include; return of GRM administrative officials and civil servants in the North, expansion of qualified personnel levels, regular security patrols and capture of the bandits, and partnerships between development organizations and the local administrative structures to complement each other in providing basic social services to the people of these regions.

PARTNERS					
PRIORITIZED POLICY REFORMS	PARTNERS AND USAID	POSITION	INTEREST	PATTERN OF COLLABORATION	INFLUENCE
1. Strengthening and sustaining security in the North	1. USAID/North SpO Team	+	<ul style="list-style-type: none"> <li>- Consolidate peace &amp; stability</li> <li>- Shift from relief to sustainable development in the North</li> </ul>	<ul style="list-style-type: none"> <li>- Providing expansion of economic opportunities and basic social services</li> <li>- Advocating for security</li> <li>- Establishment of local and national administration</li> </ul>	moderate
	2. GRM/Commissariat au Nord	+	<ul style="list-style-type: none"> <li>- North Development <i>Tutelle</i> control</li> <li>- Consolidation of peace &amp; stability</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring activities in the field</li> <li>- Providing information on the North situation</li> <li>- Heightening public awareness of the security problem</li> </ul>	moderate

OPERATIONAL VISION					
OPERATIONALIZATION				SUSTAINABILITY AND OWNERSHIP	
PRIORITIZED POLICY REFORM	PARTNERS AND USAID	ACTIONS PLANNED	TIMING	LONG-TERM ACTIONS	RECIPIENT IMPLICATIONS
1. Strengthening and sustaining security in the North	1. USAID/North Sp. O Team	Annually review of the Program until 2003 Encouraging other donors to be present in the North	<ul style="list-style-type: none"> <li>- Each year until 2003</li> <li>- At any time</li> </ul>	Ownership and management of the Program interventions	Involving beneficiaries in the implementation of the Program activities through modest financial and material contributions to the execution process with PVOS partners.
	2. Government/Commissariat au Nord	Taking emergency measures to restore security	As soon as possible		<ul style="list-style-type: none"> <li>- Heightening public awareness of the security problem</li> <li>- Empowerment of local population through the decentralization process.</li> </ul>

### 3. Training Programs

USAID Mali has spent approximately \$16 million in training (in-country, third country and U.S. training) in the last two years. Over 95% of this amount was spent in-country. Training financed by the Strategic Objective Teams and old projects are done either by USAID directly or through development partners' contracts or cooperative agreements.

For a total number of 454 training programs from 1998 up to September 1999, 30,895 persons were trained, among whom 15% were women. All of these programs are short-term training and 99% of these people were trained in-country (30,839 participants).

Note that costs are estimates. Until recently, PVO partners did not collect training data regularly. They have made (with our agreement) estimates of costs and numbers for the last two years. We hope to get accurate data with the full operationalization of the TraiNet system in FY 2000.

ACTIVITY NAME	Males	Females	Total Trainees	TOTAL in \$ 000s (est.)
SO1- Youth	17,077	3,100	20,177	6,000
SO2 – SEG	4,045	840	4,885	5,700
SO3 – DG	4,644	545	5,189	4,300
SPO1 – InfoComm	470	104	574	40
SPO2 – North	31	15	46	120
Others (not directly related to SOs)	23	1	24	N/A
<b>TOTAL</b>	<b>26,290</b>	<b>4,605</b>	<b>30,895*</b>	<b>16,160</b>

\* 27% of the participants received 6 days or less training average per person.

\* 48% of the participants received 7-24 days of training average per person.

\* 25% of the participants received 25 days or more of training average per person.

The total person days of training for 1998 and 1999 are estimated at 1,930,000 person days!

## **4. Program Synergies**

### **Inter-Team (SO) Complementarities**

The USAID Mali Strategic Objective programs teams are continuing to collaborate closely, coordinating their activities to take full advantage of opportunities for synergy. During this reporting period, the teams pursued formal and informal discussions with each other and with partners to identify prospects and approaches in implementing synergistic activities.

The DG and Youth are collaborating to address issues related to health and education systems in a decentralized Mali. This is being done through policy dialogue and the work of development partners in strengthening the capacity of community health associations, student-parent associations, federations and NGOs to become active players in improving health and education service delivery. The DG, Youth and SEG teams are working together to implement the recommendations on policy issues related to cooperative law, education reform and decentralization. The Youth and SEG teams are working to address agricultural production and nutritional status. DG and SEG teams are collaborating to provide advocacy training and assistance to citizens, producer groups and livestock cooperatives to further their economic prosperity programs. The InfoComm Special Objective program provides the Youth, SEG and DG teams with support and training for disseminating radio messages and using the Internet for education, health, economic, and decentralization activities. The DG team's primary PVO partners are developing productive relationships with the GRM and other technical and financial partners at the communal level to complement their civil society and community participation programs in furthering decentralization efforts. This year, the Mission examined the impact of its synergistic activities and found positive, encouraging results.

DG and SEG co-organized four regional workshops on “illicit taxes” that custom agents and policemen illegally levy on livestock exporters (cooperatives and businesses) in the Regions of Sikasso, Ségou, Mopti and Koulikoro. The workshops provided opportunities for livestock exporters and the Government of the Republic of Mali (GRM) officials to interact and develop an action plan for eliminating illegal taxes.

Through Save the Children USA, DG is funding training activities in management, civic education, democratic practices, and advocacy for the Community School Management Committees (SMC). These groups fall under the Youth SO for their technical activities, but DG supports the democratic governance elements of the program. As a result of DG support, SMCs in Kolondiéba have successfully lobbied local authorities for a policy change regarding the establishment of birth certificates for children attending community schools. They also lobbied for ownership of and title of land on which to construct their community schools.

URTEL is an association of private radio stations that is primarily supported by the Information and Communication Special Objective. This year, URTEL organized a regional workshop gathering 25 radio producers on decentralization. The purpose of the workshop was to familiarize these producers with the roles and responsibilities of local elected leaders in the decentralization process. The participants are now using their skills and knowledge to prepare radio programs that educate members of the community and promote local resource mobilization made possible under decentralization.

The InfoComm SpO provided Internet training for key representatives of the Mission's major development partners, in a wide range of technical topics.

Through collaboration between the Youth and DG teams, residents of Bagadadji were able to mobilize resources to build a community school. DG provided training in management and self-governance, and Youth provided core funding of \$3,300 which was supplemented by over \$11,800 that the community was able to collect for this project.

In the communes of Bougouni and Kolondiéba, Save the Children USA, UNDP, and the Swiss are jointly partnering a program to promote communal development through strengthening the capacity of elected officials and civil society organizations, including women's groups.

SEG activity linkages are established with Youth (food production and nutrition) , DG (advocacy training and assistance to citizen and producer and business groups), and InfoComm (Internet use to source supplies and markets, and marketing via rural radio). Linkages across SEG partner (GOM, grantees and contractors) activities are now being established through the forum of a SEG consultative committee comprising all partners and chaired by the Ministry of Rural Development and Water.

### **Donor Coordination**

During 1999 USAID, as part of the national Donor Reform Committee (originally initiated by the DAC/OECD), financed a study on the types of interaction options for NGOs with newly elected communal councils, Community Organizations, and donors. All donors assisted in analyses of harmonization of methodologies for development program selection and evaluation, as well as per diem levels paid by donors. All participated with the GRM and NGOs in a conference on aid coordination in Mali.

Regarding decentralization, USAID is an active member of the “Decentralization Panel” which gathers all the leading donors of the country decentralization reform: UNDP, World Bank, French Cooperation and Development Agency, German Cooperation, Dutch Cooperation, and Swiss Cooperation. USAID operates in concert with these donors through the exchange of information on key decentralization issues: training of communal actors, commune start-up activities, harmonization/integration of sectoral programs within the decentralization reform, coordination of complementary activities at the communal level. Furthermore, USAID and French Cooperation are engaged in discussions on coordination of their decentralization and local development program in West Africa. In 1999, a workshop was held in Paris, which convened four West African countries and the partners noted to set the stage for this collaboration. USAID/Mali and French Cooperation are following the recommendations of this workshop.

## **Annex C**

### **Required Annexes**

#### **I. BHR-Programmed Resources (Food For Peace)**

##### **A. Catholic Relief Services:**

1. Burkina Faso:

##### **B. AFRICARE Regional Food Security Initiative**

1. Burkina Faso: Zondoma Food Security Initiative
2. Mali: Goundam Food Security Initiative
3. Chad: Ouaddia Food Security Initiative

##### **C. Regional West Africa:**

1. World Vision/Winrock African Small Holder Farmer Initiative

#### **II. Environmental Impact**

#### **III. Results Frameworks**

## **I. Bureau for Humanitarian Response/Food For Peace Programmed Resources**

### **A. CATHOLIC RELIEF SERVICES: BURKINA FASO PROGRAM**

The Catholic Relief Service (CRS) Development Activity Proposal (DAP) is a five-year commitment for the period, 1997-2001. The goal is to bolster food security for the most vulnerable segment of the populations of Burkina Faso. Drawing on both monetization and direct food distribution of PL 480 commodities, the key elements to this DAP are:

- **The Education Support Activity**, to increase primary enrollment, especially girls;
- **The Welfare Activity**, to provide a safety net for the most vulnerable populations;
- **Village Banking Activity**, to increase women's access to savings and credit to increase the productivity of rural girls and women;
- **The Small Enterprise Development (SED) Activity**, to promote income generating activities for rural women;
- **The Monitoring and Evaluation Unit**, to measure the impact of results; and
- **The Resource Management Unit**, to administer the program.

FY 1999 was the third year of the CRS DAP. In July 1999, BHR/FFP approved an amended FY 1999 to FY 2001 DAP that expanded the Welfare Program and adding a 6<sup>th</sup> objective to increase women's access to savings and credit. Food for Work programs built schools classrooms and latrines. The DAP's beneficiaries will grow from 361,765 persons in FY 1999 to 465,443 persons in FY 2001.

To meet these objectives, CRS hired additional staff, created additional office space, and upgraded communication systems. In June 1999, CRS/BF began a collaborative school health pilot project with Helen Keller International. The five-person M&E Unit produced a Primary Education and Statistics report showing socio-demographic data for the 340 schools in 18 provinces, 273 with a feeding program and 76 without. Although the Regional Food for Peace Office based in Bamako, Mali, manages the CRS activity, USAID/Mali has oversight responsibility for this non-presence activity as one of USAID/Mali's twinning responsibilities.

#### **Funding: Life of Project: \$50 million (38.7 Million of USAID funds)**

Overall, the CRS activity is composed of \$453,208 of Section 202e and \$8,896,985 of commodity monetization, \$28.8 million of distributed commodities, \$627,240 of CRS contribution and \$11.3 million GOBF contribution. In 1999, USAID contributed \$12.4 million while the GORBF contributed \$2.5 million in cash and kind, the CRS contributed \$208,506, SED partners contributed \$71,585 and Burkina Faso parents contributed \$202,967.

#### **Monetization: 78,217 Metric Tons**

Following Burkina Faso's liberalization of rice imports in 1997, CRS conducted a market survey, cooking and taste tests to introduce high quality U.S. rice, with a special niche for parboiled rice. CRS monetized 5,340 tons of parboiled rice in 1997, and 4,330 tons in 1998. The 1999 monetization of 5,170 MT of parboiled rice generated funds equivalent to U.S.\$2.5 million. To date, the total commodities monetized is 14,840 tons equivalent to \$ 7.2 Million.



**Future Resources Requested:**

	Commodity Monetization	Commodity Distributed
	Section 202e Funds	
FY 2000	\$10 million monetize 7,890 metric tons	19,375 metric tons
FY 2001	\$11 million monetize 7,155 metric tons	21,519 metric tons

**Major achievements:**

1. In FY 1998, the GOBF contributed 622 metric tons of local commodities to the school lunch program. In May 1999, the GOBF launched a Government Action Plan to increase local and governmental contributions to the school lunch program. In FY 1999, the GOBF contributed 622 metric tons of local commodities, a % increase.
2. In FY 1998, CRS distributed 11,558 metric tons to 320,794 enrolled students in 1,820 rural schools in 39 provincial territories in Burkina Faso. In 1999, food rations were delivered to 75% (1799 out of 2425) of the schools in the first delivery. The second delivery in 1999 made food ration deliveries to 89 % (2199 out of 2465) of the schools.
3. The SED partner repayment rate is 100% and operational self-sufficiency is 46% , both surpassing our targets. 87% of the SED clients have increased their savings, surpassing our 75% target.
4. In 1999, girls primary school enrollment increased 104% (surpassing our target) over 1998 enrollment figures. In 1998, girls enrollment increased 18% in schools with a lunch feeding program.
5. Class pass rates for exams in schools with a lunch programs increased 17%.
6. Food for Work programs built 300 schools classrooms and 104 latrines in FY 1999.

**Program Constraints:**

1. The SEG program experienced shortfalls in meeting performance targets. Despite lack of outreach, program quality remained excellent.
2. The Welfare program delivered 60 % of the allocated food (1,044 MT vs. 1,722 MT) due to delays in the AER commodity release approvals that delayed commodity arrivals in Burkina Faso.

**Environmental review:**

Regional environmental officer has reviewed the environmental status report and concurs with its negative determination.

**B. AFRICARE WEST AFRICA REGIONAL FOOD SECURITY INITIATIVE****Regional Monetization:**

AFRICARE's West Africa Regional Food Security Initiative will monetize PL 480 Title II commodities in Ndjamena, Chad, to generate funds to support activities in Chad, Burkina Faso, and Mali. AFRICARE has undertaken innovative commodity management procedures to minimize losses at the port of Douala and during rail/truck transport to Ndjamena. .

**Resources Allocated:**

	Commodity Monetization	Section 202e Funds
FY 1997	\$1.3 million monetize 3,487 metric tons	
FY 1998	\$1.3 million monetize 3,487 metric tons	
FY 1999	\$1.9 million monetize 4,830 metric tons	

**Future Resources Requested:**

	Commodity Monetization	Section 202e Funds
FY 2000	\$3 million monetize 8,824 metric tons	
FY 2001	\$3 million monetize 8,824 metric tons	
FY 2002	\$3 million monetize 8,824 metric tons	

The following three activities compose AFRICARE's West Africa Regional Food Security Initiative:

**ACTIVITY 1. BURKINA FASO: ZONDOMA FOOD SECURITY INITIATIVE:**

The Zondoma Food Security Initiative (ZFSI) Development Activity Proposal (DAP) is a 5-year, commitment for the period FY 1999 – FY 2004. The ZFSI goal is to sustainably improve food security in the community and household level in Zondoma Province. The ZFSI DAP was translated into French and distributed to local partners. There are thousands of women and children who are benefiting from these activities. Although the Regional Food for Peace Office based in Bamako, Mali, manages the ZFSI activity, USAID/Mali has oversight responsibility for this non presence activity as one of USAID/Mali's twinning responsibilities.

**Funding: \$5.5 million**

The overall ZFSI budget is composed of commodity monetization valued at \$4,800,400 in local currency and \$723,441 in Section 202e funds.

**Resources allocated:**

	Commodity Monetized	Section 202e funds
FY 1997	\$1.3 million monetize 3,487 metric tons	
FY 1998	\$1.3 million monetize 3,487 metric tons	
FY 1999	\$1.9 million monetize 4,830 metric tons	

**Future Resources Requested:**

	Commodity Monetization	Section 202e funds
FY 2000	\$10 million monetize metric tons	
FY 2001	\$11 million monetize metirc tons	

**Current Project Status:**

The project effectively began in February 1, 1999. Initial procurement and staff travel was forward funded by the AFRICARE Chad Title II program. Funds are to be returned after monetization takes place. Activities during the reporting period, i.e. February through September 1999 focused on administrative and logistical preparations for the new development program. Primary accomplishments include:

- Recruitment of the Project Coordinator/ Country Representative;
- Assignment and training of the Monetization/ Administrative Officer (MAO);
- Identification and rental of the Ouagadougou office, the Gourcy project site office and housing for the expatriate MAO; and
- Planning and the execution of priority procurement needs.

The AFRICARE Regional Director for West Africa made a field visit to work with Burkina Faso staff June 21-29, 1999 to interview potential staff candidates; prioritize procurement needs; establish communication protocols and coordinate implementation with local partners.

#### **Environmental review:**

Regional environmental officer has reviewed the environmental status report and concurs with its negative determination.

### **Activity 2: MALI: GOUNDAM FOOD SECURITY INITIATIVE:**

The 5-year Goundam Food Security Initiative (GFSI) Development Activity Proposal (DAP) is a commitment for the period FY 1997 to FY 2002. The GFSI goal is to improve overall food security in the Goundam Circle of the Republic of Mali. GFSI activities will strengthen the capacity of the target communities to address food security issues by increasing agricultural productivity, and will improve household nutrition. The key activities are:

➤ Increased agricultural productivity:	14,100 beneficiaries
➤ Improved household nutrition:	37,000 beneficiaries
➤ Improved access to potable water:	8,000 beneficiaries
➤ Strengthening community capacity	40,864 beneficiaries
Total	99,964 beneficiaries

Although the Regional Food for Peace Office based in Bamako, Mali, manages the GFSI activity, USAID/Mali has oversight responsibility for this activity.

#### **Life of Activity Funding: \$5.1 Million**

The overall GFSI budget is composed of \$1.2 million of Section 202e cash grant funds and commodity monetization equivalent to \$3.3 million.

#### **Resources allocated:**

		Section 202e Funds
FY 1997	None monetized	\$ -0-
FY 1998	\$408,909 monetized from 1,203 metric tons	\$ 292,845
FY 1999	\$712,849 monetized from 1,740 metric tons	\$ 196,789

#### **Future Resources Requested:**

		Section 202e Funds
FY 2000	\$875,929 monetized from 1,740 metric tons	\$ 323,929
FY 2001	\$1.5 million monetized from metric tons	\$ 336,321
FY 2002	\$1.5 million monetized from metric tons	\$ 366,321

#### **Major Achievements: FY 1999**

- 16 villages with a total population of 39,039 persons are involved in food security activities:
  - 50 hectares of rice perimeter planted for a production of 150 Metric Tons
  - 7.5 hectares of potatoes cultivated for a production of 175.2 Metric Tons
  - 2 women's vegetable gardens planted
- Water and sanitation activities:
  - 3 potable water wells constructed.
- Nutrition activities:
  - 1500 children in 14 villages enrolled in a growth monitoring program.

Recruitment of activity staff was completed in FY 1999. However, the contract of the project manager ended and AFRICARE is looking for a replacement. Title II funding began supporting health activities, formerly supported by the USAID/Mali Youth SO.

#### **Environmental review:**

Regional environmental officer has reviewed the environmental status report and concurs with its negative determination.

### **Activity 3: CHAD: OUADDAI FOOD SECURITY INITIATIVE:**

AFRICARE's Ouaddai Food Security Initiative (OFSI) Development Activity Proposal (DAP) is a five year activity for the period 1997-2002. The OFSI objectives are to increase agricultural production and to improve household nutrition. The AFRICARE activity complements the food security strategy of USAID's West Africa Regional Program. Apart from the increased funding needed to buy equipment for the dam rehabilitation, there are no major changes to the DAP. Although the Regional Food for Peace Office based in Bamako, Mali, manages the OFSI activity, USAID/Mali has oversight responsibility for this non presence activity as one of USAID/Mali's twinning responsibilities.

#### **Funding: \$3.7 Million**

The overall OFSI budget is \$3.7 Million. An increased tonnage of 1,494 metric tons was approved by USAID under AFRICARE's FY 2000 Program Annual Assessment. The increased tonnage will provide additional funding for new earthmoving equipment procurement. Accomplishments of the Ouaddai Food Security Initiative (OFSI) include completion of the diagnostic Phase of the program (baseline study, rapid rural assessment, and identification of villages); and beginning implementation of activities (training in progress, food security committees formed, dam rehabilitation initiated, and storage facility construction underway). Apart from the increased funding needed to buy equipment for the dam rehabilitation, there are no major changes to the development activity proposal (DAP).

#### **Regional Monetization:**

Chad is the site for regional monetization by AFRICARE that funds AFRICARE projects in Chad, Burkina Faso, and Mali. In FY 1999, AFRICARE monetized 4,830 MT of flour in Ndjamena that generated \$1.9 million in proceeds that were used in these three countries. AFRICARE has undertaken innovative commodity management procedures to minimize losses at the port and during transport to Ndjamena.

#### **Activity Monetization:**

AFRICARE will increase monetization to generate additional funds to buy heavy equipment and spare parts needed on an urgent basis to complete its land reclamation project (150 ha have been reclaimed to date, with a balance of 50 ha).

#### **Future Resources Requested:**

	Commodity Monetization	Section 202e funds
FY 2000	\$1.5 million monetize	metric tons
FY 2001	\$1.5 million monetize	metric tons
FY 2002	\$1.5 million monetize	metric tons

#### **Major Achievements:**

1. AFRICARE has provided technical assistance to rehabilitate two dams, the Tarbaka and the Matar, in the province of Abeche, in eastern Chad. 140 km of farm to market roads were also rehabilitated at Tarbaka.

2. The dam rehabilitation has made possible greater land cultivation due to better water management practices. The land behind each of these dams is now used to grow off-season crops, such as tomatoes, onions, and garlic. The area under cultivation in 1999 was 300 Hectares in Tarbaka, and 60 Hectares in Matar. AFRICARE is also encouraging crop diversification by introducing soy beans, melons, cucumbers, and beans. To enable farmers to cultivate the land more productively, AFRICARE is also providing farm tools.
3. AFRICARE supported organization of these producers into cooperatives to maximize marketing possibilities. 103 groups have been trained in marketing techniques in 1999. A warehouse was constructed in Abeche to facilitate produce marketing where sellers and buyers can conduct business more effectively. Market prices for specific produce are posted weekly, including produce prices in the capital city of Ndjamena.
4. A women's cooperative purchased an electric mill, with a loan from AFRICARE several years ago, for transforming dried tomatoes into tomato flour. The flour is an efficient way to conserve vitamin rich tomatoes so that they are available during the off-season. The tomato flour is exported to the capital city and to neighboring countries. Since it takes three bags of tomatoes to make one bag of tomato flour, this is an efficient and cost-effective way of transporting the tomatoes, especially given the long distances and poor roads involved. The women have paid back their initial loan, and during FY 1999 increased their profits over FY 1998. Profits are being used to expand their activities, including purchasing a second mill.
5. AFRICARE assisted communities to build three storehouses in order to maximize conservation possibilities of agricultural production. A women's group manages these. In FY 1999, AFRICARE provided training and cement.
6. AFRICARE helped farmers to construct two wells in FY 1999. The water table is deep and so wells are difficult to build. However, the wells will spare women from having to walk 15 km to get water.

AFRICARE has made good progress in using the data from baselines and initial surveys to structure activities now underway. The impact indicator chart does not yet show any results in FY 1999, thus we look forward to more solid results reporting in the FY 2000 results reports.

#### **Environmental review:**

Regional environmental officer has reviewed the environmental status report and concurs with its negative determination.

### **C. REGIONAL WEST AFRICA PROGRAM: WORLD VISION AND WINROCK**

#### **West Africa Small Holder Farmer Initiative For Mali, Burkina Faso, Senegal and Ghana:**

On February 18, 2000, USAID approved the five year West Africa Small Holder Farmer Initiative (ASFI) Development Activity Proposal to be jointly implemented by World Vision and Winrock. The activity involves the West African countries of Mali, Burkina Faso, Senegal, and Ghana. The purpose is to improve the food security of small holder farmers. The activity will increase food and cash crop production of targeted farmers (by at least 50% for women), and will develop a sustainable system for communications and technology diffusion among small holder farmers, researchers, government, nongovernmental organizations, community organizations and the private sector. The activity will collaborate with 5,000 farmers at a site in each of the four countries. Although the Regional Food for Peace Office based in Bamako, Mali, manages the ASFI activity, USAID/Mali has oversight responsibility for this non presence activity in Burkina Faso as one of USAID/Mali's twinning responsibilities.

**Life of Activity Funding: \$11.9 Million**

Overall AFSI funding is composed of \$1.6 million of Section 202e funds and monetization of metric tons of commodities valued at \$10.3 million. World Vision and Winrock have pledged \$2.6 million of their own resources for the program.

**Regional Monetization:**

The AFSI will monetize 91,000 tons of U.S. corn in Abidjan, Ivory Coast, equivalent to \$17 million including ocean freight expenses. The FY 2000 commodity shipment is tons of US Corn valued at \$ million.. The FY 2001 commodity shipment is tons of US Corn valued at \$ million.. The FY 2002 commodity shipment is tons of US Corn valued at \$1.5 million..

**Major Achievements:**

This activity is just starting up, thus there are no achievements to report.

**Environmental review:**

Regional environmental officer has reviewed the environmental status report and concurs with its negative determination.

## **2. Environmental Impact**

**To:** AFR Bureau Environmental Officers

**From:** Timm Harris, USAID/Mali

**Subj:** Compliance with USAID Environmental Requirements

**Date:** March 2000

During FY 1998, approved Initial Environmental Examinations (IEEs) were obtained for USAID/Mali's new Strategic Objectives and Special Objectives (SO1 Youth (688-0272), SO2 Sustainable Economic Growth (688-0273), SO3 Democratic Governance (688-0274), SpO1 Information and Communication (688-0275), and SpO2 Development in the North (688-0276). None were necessary in FY1999. To the best of the Mission's knowledge, these have no anticipated activities that might need environmental determinations in FY 2000.

### **3. Results Frameworks**



## YOUTH S.O.: “Improved social and economic behaviors among youth (0-24 years)”

- Immunization coverage children less than 1 year old
- TT coverage, pregnant women

- Gross enrollment rate
- Gross access rate

- Contraceptive prevalence rate
- Couple years of protection

### IR#1: Improved child survival services (0-4 years)

### IR#2: Improved basic education (5-15 years)

### IR#3: Improved reproductive health services (10-24 years)

#### IR#1.1: Increased Access to child survival services

% of population within 15 km of CS service delivery point

#### IR#2.1: Increased Access to basic education including life skills

-Gross enrollment rate (PVO-specific)  
- Gross access rate (PVO-specific)

#### IR#3.1: Increased Access to reproductive health services, with focus on young adults

- % of population within 15 km of reproductive health service delivery point  
- # of 10-24 year olds with access to peer educators

#### I. IR#1.2: IMPROVED ED

# of HW trained in IMCI

#### IR#2.2: Improved Quality of basic education

6<sup>th</sup> grade achievement (pass rate: average PVOs)

#### IR#3.2: Improved Quality of reproductive health, with focus on young adults

Service providers who apply norms and standards in PMA, IMCI, safe motherhood and RU

#### D. IR#1.3: Increased Promotion of child

% of caretakers who report having sought treatment and use ORS/home liquid

#### C. IR#2.3: Increased promotion of

Student/book ratio (average of PVOs)

#### B. IR#3.3: Increased promotion of reproductive

# of clients citing at least 2 ways of protection from STI

#### IR#1.4: Improved capacity to deliver quality child survival services

# of regions/districts implementing in-service training strategy

#### A. IR#2.4: Improved capacity to

% of APEs paying teachers regularly (PVO-specific)

#### IR#3.4: Improved capacity to deliver quality reproductive services

# of pre-service training sites which have included PMA, IMCI, and RH in curriculum

# SUSTAINABLE ECONOMIC GROWTH STRATEGIC OBJECTIVE TEAM RESULTS FRAMEWORK

USAID / Mali  
Strategic Plan  
03/05/1998

**SO: INCREASED VALUE-ADDED OF SPECIFIC ECONOMIC SUBSECTORS TO NATIONAL INCOME**

SO IND 1: ABSOLUTE VALUE-ADDED OF CEREAL, LIVESTOCK, ALT. COMMODITIES SUBSECTORS AT THE NATIONAL LEVEL.

SO IND 2: GROWTH RATE OF CEREALS, LIVESTOCK, ALT. COMMODITIES SUBSECTORS AT THE NATIONAL LEVEL.

SO IND 3: PROPORTION OF THE SUBSECTORS AS A SHARE OF GDP.

SO IND 4: ABSOLUTE AMOUNT OF SAVINGS GENERATED BY MALIAN MICROFINANCE INSTITUTIONS.

**IR 1: INCREASED PRODUCTION OF CEREALS, LIVESTOCK AND ALTERNATIVE COMMODITIES SUBSECTORS IN TARGETED AREAS**

**IR 2: INCREASED PROCESSING OF CEREALS, LIVESTOCK AND ALTERNATIVE COMMODITIES IN TARGETED AREAS**

**IR 3: INCREASED TRADE IN CEREALS, LIVESTOCK AND ALTERNATIVE COMMODITIES IN TARGETED AREAS**

**IR 2: INCREASED SAVINGS MOBILIZED AND CREDIT PROVIDED BY NBFIs IN TARGETED AREAS**

**IR 2: INCREASED SUSTAINABLE AGRICULTURAL AND NATURAL RESOURCE MANAGEMENT PRACTICES**

IR IND 1.1: Volume of rice (paddy) production, MT/year

IR IND 2.1: Volume of rice (paddy) and coarse grains (maize, millet, sorghum) processed, MT/year

IR IND 3.1: Total volume of cereals (rice plus coarse grains) sold in domestic and export markets (MT/year)

IR IND 4.1: Amount of savings mobilized.

IR IND 5.1: Sustainable natural resource management practices by farmers.

IR IND 1.2: Total cattle offtake, no. heads/year.

IR IND 2.2: Volume of hides & skins processed thru domestic tanneries, prior to export, MT/year

IR IND 3.2: Number of live cattle exported (number of head/year).

IR IND 4.2: Net amount of outstanding loans (Less Portfolio at Risk)

IR IND 5.2: Number of "association Villageous" in Haute Vallée zone receiving commercial bank credit.

IR IND 1.3: Total area under alternative commodities for at least 4 months/year. hectares

IR IND 2.3: Volume of fruits/vegetables processed by Malian enterprises MT/year.

IR IND 3.3: Total volume of alternative commodities sold in domestic and export markets, MT/year

IR IND 4.3: Number of outstanding loans.

IR IND 5.3: Number of communities with natural resource management plans with Forestry services in OHVN zone.

IR IND 2.4: Total number of registered agricultural processing businesses in annually-updated records.

IR IND 4.4: Average percentage of operational self-sufficiency achieved by USAID-supported MFIs.

**NOTE: ALL INDICATORS TO COVER "SEG TARGETED AREAS"**

**"SEG TARGETED AREAS" = ALL DISTRICTS OF KAYES, KOULIKORO, MOPTI SEGOU, SIKASSO, GAO, KIDAL AND TIMBUKTU REGIONS**

# Democratic Governance Strategic Objective

Community Organizations in Target Communes are Effective Partners in Democratic Governance, Including Development Decision-Making and Planning

.% of Target COs which have formed good partnerships with local Governments in delivering services (Total COs/Womens' COs)  
 .% of Target COs expanding their development services and activities (Total COs/Womens' COs)  
 .% of Target communes in which non-targeted community organizations adopt civic action practices

.% of target new community organizations which have affected two or more development decisions (Total COs/Womens COs)  
 .% of Regional/National Government Decisions target intermediary NGOs and Federations and COs affected (Total issues/Womens issues)

## Community Organizations

## Decentralization

## Enabling Environment

IR 1

Target community organizations are engaged in democratic self-governance and civic action at the local level and beyond  
 USAID, PVO and NGO Partners

IR 2

Effective decentralization occurs by the end of 1999  
 GRM and Other Donors

IR 3

Enabling environment empowers target community organizations, intermediary NGOs and Federations  
 UNDP, ILO, Malian Civil Society, USAID, GRM

- % of target COs govern themselves democratically
- % of target COs have sound management practices
- % of COs pursuing effective civic action,
- % of community organizations which are knowledgeable about their rights and obligations vis-a-vis local governments
- % of mixed gender COs with at least one woman in a leadership position
- % of target COs mobilize non-USAID, non-member resources

- % communal boundaries decided
- % of mayors, communal boards and councils decided
- Initial laws and regulations about communal councils boards and mayors' authority and resources approved by 1999
- Portion of total human and financial resources generated and dispersed by communes
- Reporting of council and board meeting minutes and operations available to citizens

- Progress toward legal recognition of cooperatives, village associations and federations adapted to decentralization
- # of enabling environment issues around which 2 or more NGOs and federations work together to alleviate constraints

IR 1.1

Target intermediary NGOs and federations support community organizations' democratic self-governance and civic action  
 USAID and PVO Partners

IR 1.2

Target intermediary NGOs and federations effectively aggregate and represent community organization interests at the local level and beyond  
 USAID and PVO Partners

- COs which report that they made organizational changes and/or used at least one of the new skills in which they were trained

- # Target intermediary NGOs and federations effectively represent COs' interests
- # of Federations of COs formed to address specific concerns related to government decisions
- # of target Federations whose membership is stable or increasing

IR 1.1.1  
& 1.2.1

The capacity of target intermediary NGOs and federations is strengthened

- Target intermediary NGOs and federations govern themselves democratically
- Target groups have sound management practices

IR 1.2.2

The civic action skills of target intermediary NGOs and federations are strengthened

- % of trained Intermediary NGOs and federations use civic action techniques in a given year

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# THE PEOPLE OF THE NORTH HAVE ACQUIRED THE CAPACITY AND CONFIDENCE TO PROMOTE STABILITY THROUGH BROAD-BASED AND SUSTAINABLE LOCAL DEVELOPMENT

North  
Strategic  
Objective  
Results  
Framework  
1998

- Number of new cases of armed rebellion reported
- Participation rate in national elections

- Gross enrollment rate in primary school

**Intermediate Result 1 :**  
***Effective partnership between target community organizations and local authorities and development partners in targeted areas.***

- Number of community organizations trained in basic management and civic education
- Number of trained community organizations engaging in advocacy/ civic action with local authorities or development partners

**Intermediate Result 2 :**  
***Expanded economic opportunities in targeted areas.***

- Total area of land developed for cereal and forestry production (per Hectare)
- Market value of cereal and forestry production (in \$ or CFA)
- Amount of savings mobilized
- Amount of loans distributed
- Re-payment rate of loans
- Number of new income generating activities created with PVO partner's support

**Intermediate Result 3 :**  
***Increased access to basic social services in targeted areas.***

- Number of schools created/renovated.
- Number of students enrolled in schools created/renovated.
- Number of people enrolled in literacy training.
- Number of health facilities created/renovated
- Number of visits registered in health facilities created/renovated (specify population covered).
- Number of water points constructed/renovated (specify flow rate in m3/hour)

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# Information and Communications Special Objective Results Framework

## SPO: Improved Access to, and Facilitated Dissemination of, Information

- *Right of access to public information*
- *Percent of population covered by community radio*
- *SO teams gain new tools for disseminating and obtaining information to better accomplish their objectives*

